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a 31% increase in transactions from FY-1975 (11, 208) to FY-1976 (14, 688). In FY-76, IMV conducted an average of 1, 224 field transactions per month.

2. Increased TV Outlets. The growing number and quality of TV outlets around the world has led to more requests for acquired and IMV-produced films for placement and for cooperative projects. The growth in potential audiences is shown in the figures below:

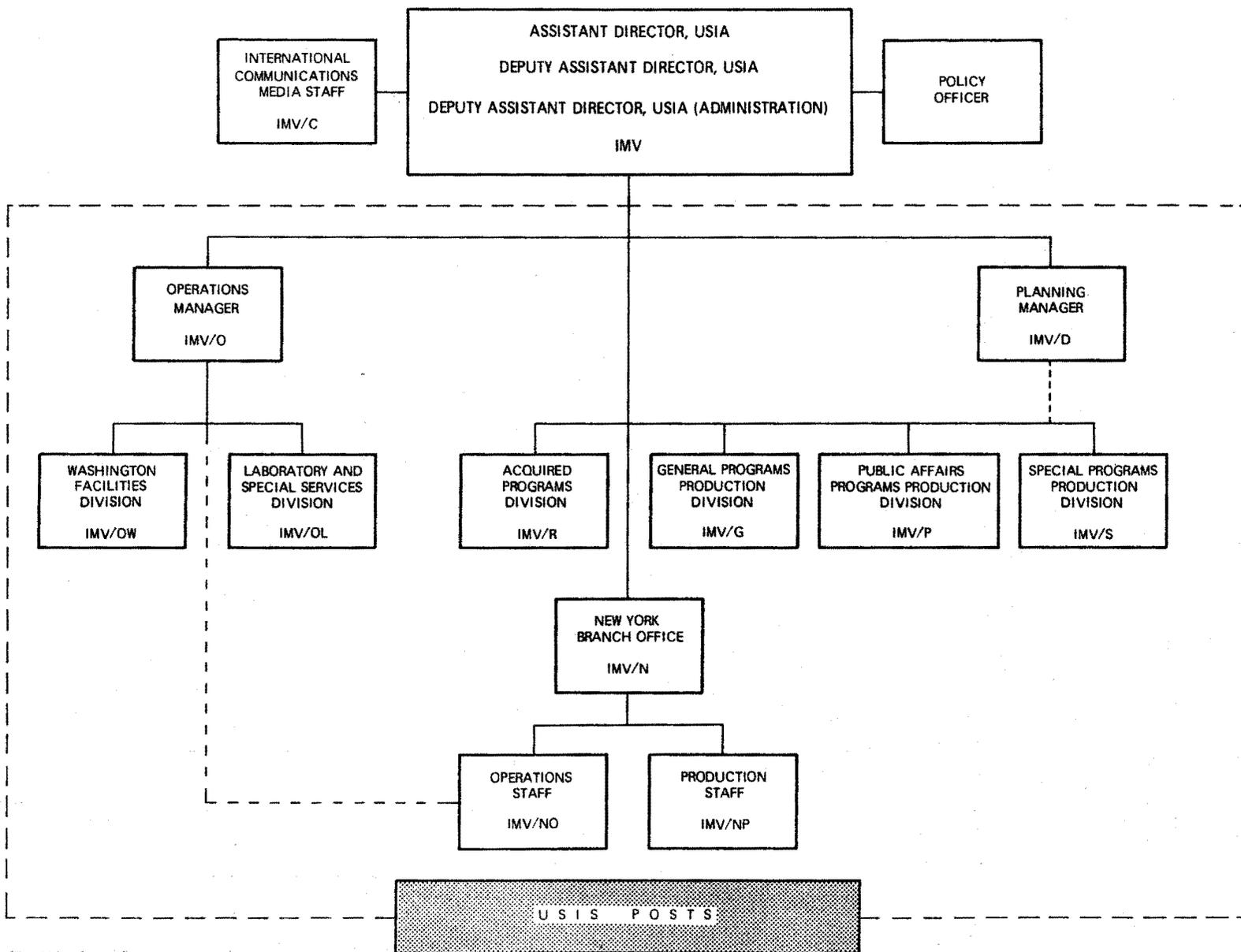
	<u>December 1972</u>	<u>November 1976</u>
Number of Countries	100	105
TV Stations	2, 200	8, 500
Color Stations	45	74
Potential Audience (Non-Communist Countries)	475 million	625 million

3. Small System VTR'S. The advent of lightweight portable closed-circuit television equipment , and its increased availability at USIS field posts has brought an entirely new set of demands for products. Field posts now gain access with targeted material to audiences they have had difficulty in reaching in the past. We can now send rapidly to the field visual reports of important events televised in the United States. A Transition 1977 series is in the making. The Presidential Debates went to 100-110 posts which used 776 videotapes and 162 film copies in English, French and Spanish versions. Our special eight-part Elections 1976 series was reproduced on 1100 videotapes and used in over 100 countries. And our pilot videotapes for the Department of Commerce resulted in 2600 leads at three major overseas trade showings.

4. Acquired Films. Lastly, acquired films are far more important now, particularly to the developing countries, in providing films economically on a broad range of subjects. Loan film activity has nearly doubled in the past two years. In FY-75 3,628 loan products were ordered by USIS posts; in FY-76 this jumped to 5,761 and the budget share rose accordingly.

5. Funding. A fresh look at the scale of funds and staff available to cover all the bases with a soaring and demanding television audience world-wide is clearly needed.

MOTION PICTURE AND TELEVISION SERVICE



ORGANIZATION: Press and Publications Services (IPS)

FUNDS (FY 77): \$12,781,000

STAFF (FY 77): 537

KEY PERSONNEL:

Charles R. Beecham	Assistant Director	24804
Paul A. Modic	Deputy Assistant Director	24738
Jack Rubley	Deputy Assistant Director (Operations)	25096

MISSION: The mission of IPS is to service and support Agency programs abroad with a combination of print and visual material responsive to the most immediate needs of individual posts as well as to their longer term objectives.

BACKGROUND (IPS)

USIS overseas activities rely heavily on the Wireless File transmitted weekdays in five geographic editions of 10-12,000 words to 130 posts. Contents emphasize U.S. policy statements and associated issues, economic analysis, congressional actions, White House and State Department daily press briefings. Field uses of such materials range from media placement and presentation to key contacts to substantive diplomatic exchanges with host governments.

Seven IPS magazines help posts communicate with large, influential audiences. Published in 22 languages and in quantities specified by distributing posts, the magazines are (1) a quarterly reflecting U.S. intellectual concerns (Dialogue, circ. 170,000); (2) a bimonthly treating East-West economic, political and strategic relationships (Problems of Communism, circ. 27,000); (3) a quarterly of U.S. economic affairs and policies (Economic Impact, circ. 50,000); (4) an illustrated bimonthly covering U.S. political, economic and social trends (Horizons USA, circ. 270,000); (5) an illustrated monthly portraying American life for Soviet readers (America Illustrated, circ. 62,000); (6) an illustrated magazine issued 8-times yearly for sub-Saharan African readers (Topic, circ. 55,000); (7) a topical Arab-language monthly headquartered temporarily in Tunis (al-Majal, circ. 21,000). Special backstopping, including texts and illustrations obtained at no cost from American corporate journals, is provided to seven USIS field-produced magazines

and to 17 posts preparing foreign language editions of Horizons USA.

A monthly service of commissioned articles, feature stories, reprints, pamphlets, photo displays and packets allows posts to order according to local needs.

IPS provides Agency-wide services for printing, telecommunications, photo reproduction and copyright permissions. Printing plants or Regional Service Centers (RSC's) in Manila and Mexico City offer high-speed, quality offset production of Agency magazines, pamphlets, books, displays, etc. A third RSC in Beirut has been mothballed pending a return to normalcy in Lebanon. USIA classified telegrams, the Wireless File and other unclassified communications are processed through facilities operated by IPS. Senior communications officers carry on technical and policy liaison with federal agencies, including the Office of Telecommunications Policy (OTP) and National Communications System (NCS).

Editorial responsibilities are shared by the Press Division, with a staff of 86, the Publications Division, staff of 91, and the Editorial Services Division, staff of 62. Two technical divisions, Printing and Communications, with staffs numbering 13 and 59 respectively, are headed by the Deputy Assistant Director for Operations who supervises RSC activities.

ISSUES (IPS)

1. RSC Beirut. Prior to its closure in May 1976, the Beirut Regional Service Center (RSC) accounted for approximately 60 percent of total RSC production, largely for posts in Africa, the Middle East, West and East Europe which are now serviced by RSC Manila. Maintaining present production schedules poses no real problem, but RSC Manila's distribution of materials to former Beirut clients is costly and slow.

Additionally, RSC Beirut was to have served as headquarters for the new Arabic-language monthly, al-Majal, the first issue of which is expected in late January or February. Relocation in Tunis, where it will be printed commercially, has delayed recruitment of staff and other preparations and is expected to be disadvantageous in numerous respects.

At the earliest opportunity, the mothballed Beirut plant should be reopened for limited production, beginning with al-Majal, partial runs of Economic Impact and European language versions of Horizons USA.

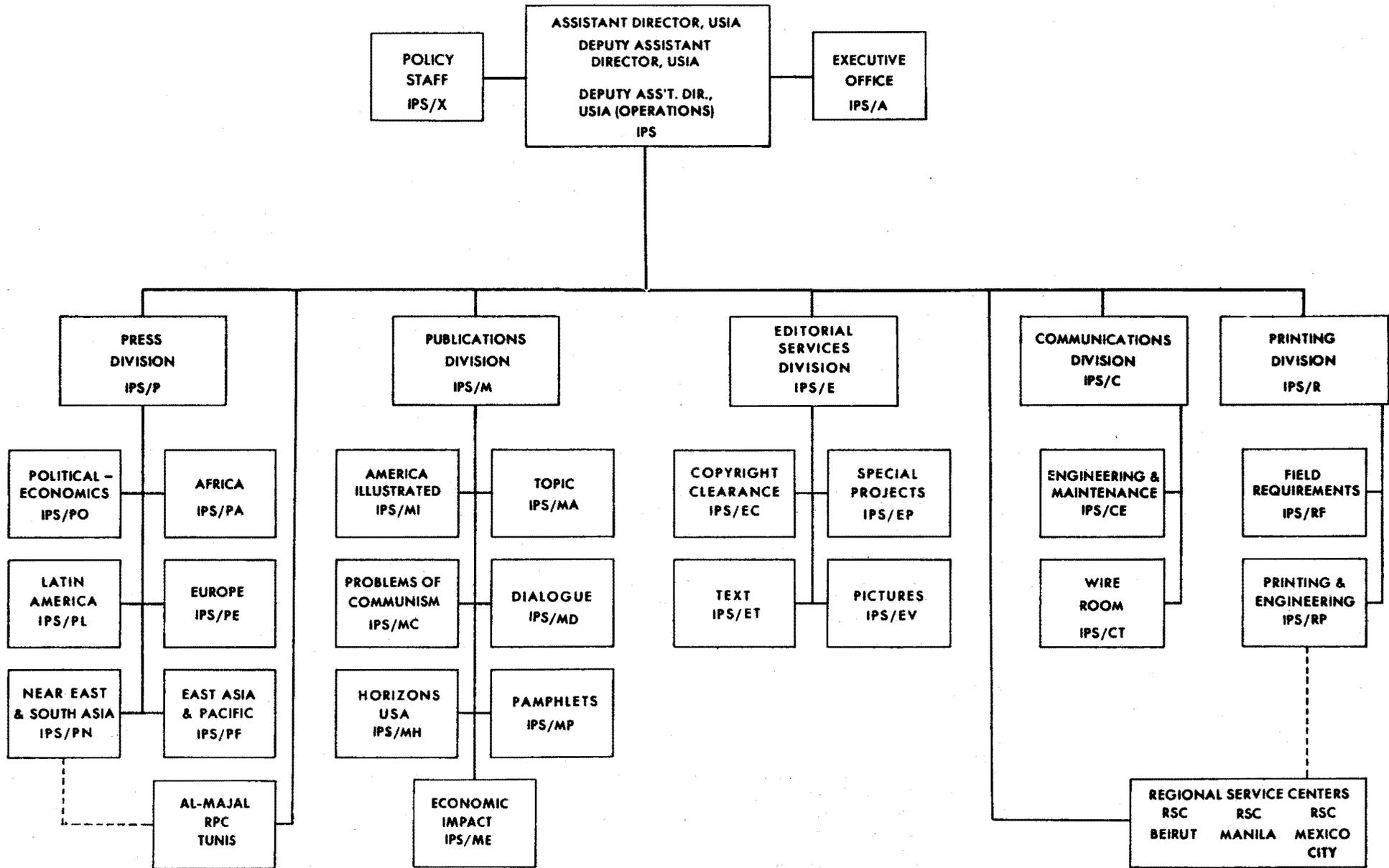
2. Communications. A recent study of Agency communications facilities and services managed by IPS recommends their transfer to IOA. IPS favors the proposal on the condition of a much larger and more amply funded modernization effort than IPS would be capable of carrying out.

3. Acquisition of Advanced Data Processing System. In order to reduce the excessive lead times of Agency publications, funds have been earmarked for the purchase by IPS of an advanced data processing

system. Such a system would provide right-hand justified copy in electronic form for processing and typesetting at the Regional Service Center, thus eliminating the time-consuming exchange of materials between Washington editors and the printers overseas. A determination remains to be made as to whether the proposed system requires advance approval by the Office of Management and Budget (OMB) and the Joint Committee on Printing.

4. Wireless File Transmission. Because of contract expirations and planned phase-outs of commercial facilities, transmission of the Wireless File via a combination of leased and VOA stations in Europe, the Far East and Latin America will become increasingly uncertain during the next 18-24 months. Agency planning for solution of these problems should begin at an early date.

**PRESS AND PUBLICATIONS SERVICE**



ORGANIZATION: U. S. Advisory Commission on Information (IAI/S)

FUNDS (FY 77): \$96,000

STAFF (FY 77): 3

KEY PERSONNEL:

Louis T. Olom	Staff Director	25210
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MISSION: The broad purpose of this statutory Commission is to advise the President, the Congress, and the Director of USIA on the formulation of USIA policies and programs and on the effectiveness with which they are executed. The Commission issues periodic written reports to Congress which are also released to the press and general public, and meets with the President from time to time. It offers counsel and advice concerning policies and programs that should be initiated or continued, as well as those which, because of their marginal value, should be eliminated or curtailed.

BACKGROUND (IAI/S)

The U. S. Advisory Commission on Information was created by Public Law 402, 80th Congress, January 27, 1948. Members of the Commission are nominated by the President and confirmed by the Senate for terms of three years. There are five members and no more than three shall be from one political party. They serve without compensation but may be reimbursed for travel and subsistence when away from their residence for attendance at meetings.

The Commission meets once every two months (in the year 1964-1973, it met almost every month), in Washington, occasionally in New York, and has met twice overseas. At these meetings, the Commission confers with the Director or his Deputy on the overall management and policies of USIA, listens to presentations from Agency officers or returning Public Affairs Officers (PAO's) and Cultural Affairs Officers (CAO's) on their programs and problems, examines written output from time to time, samples film production, and reviews the Agency's cultural and educational programs.

The Commission also meets with members of the Cabinet, White House officials, members of the Senate and the House, chief executive officers of the foreign affairs agencies of the Government, and U. S. Ambassadors on home leave. The purpose of these meetings is to explore and review the relationships of USIA with the President, the National Security Council, the Department of State, selected domestic

agencies, and the Congress.

Members of the Commission, as well as the Staff Director, visit USIS posts from time to time for the purpose of obtaining first-hand information about the actual conduct of information and cultural programs abroad. Occasionally, they attend PAO and CAO conferences. They also meet with Ambassadors, Public and Cultural Affairs Officers and other Americans at the post, local employees and selected foreigners. This makes it possible for the Commission to assess more realistically and comprehensively both the direction and impact of USIS in the context of U. S. foreign policy objectives.

Current Commission membership includes: Hobart Lewis, Chairman; George Gallup, Arthur C. Nielsen, Jr.; J. Leonard Reinsch; and John M. Shaheen.

#### ISSUES (IAI/S)

1. "Lame Duck" Membership: The major issue is that, as of January 27, 1977, four of the five members of this Commission will be "lame ducks." Messrs. Lewis (Chairman) and Reinsch, whose terms expired on January 27, 1976, were not reappointed. Although President Ford nominated a successor to Mr. Reinsch there was insufficient time for the Senate to act on the nomination.

The terms of Messrs. Shaheen and Nielsen will expire on January 27, 1977. Mr. Shaheen will have completed two terms.

Mr. Nielsen did not succeed Mr. James Michener until October 2, 1975, which was almost two years into his term.

Dr. George Gallup is the only member of the Commission whose term is not up. He serves until January 1978, or until his successor is appointed.

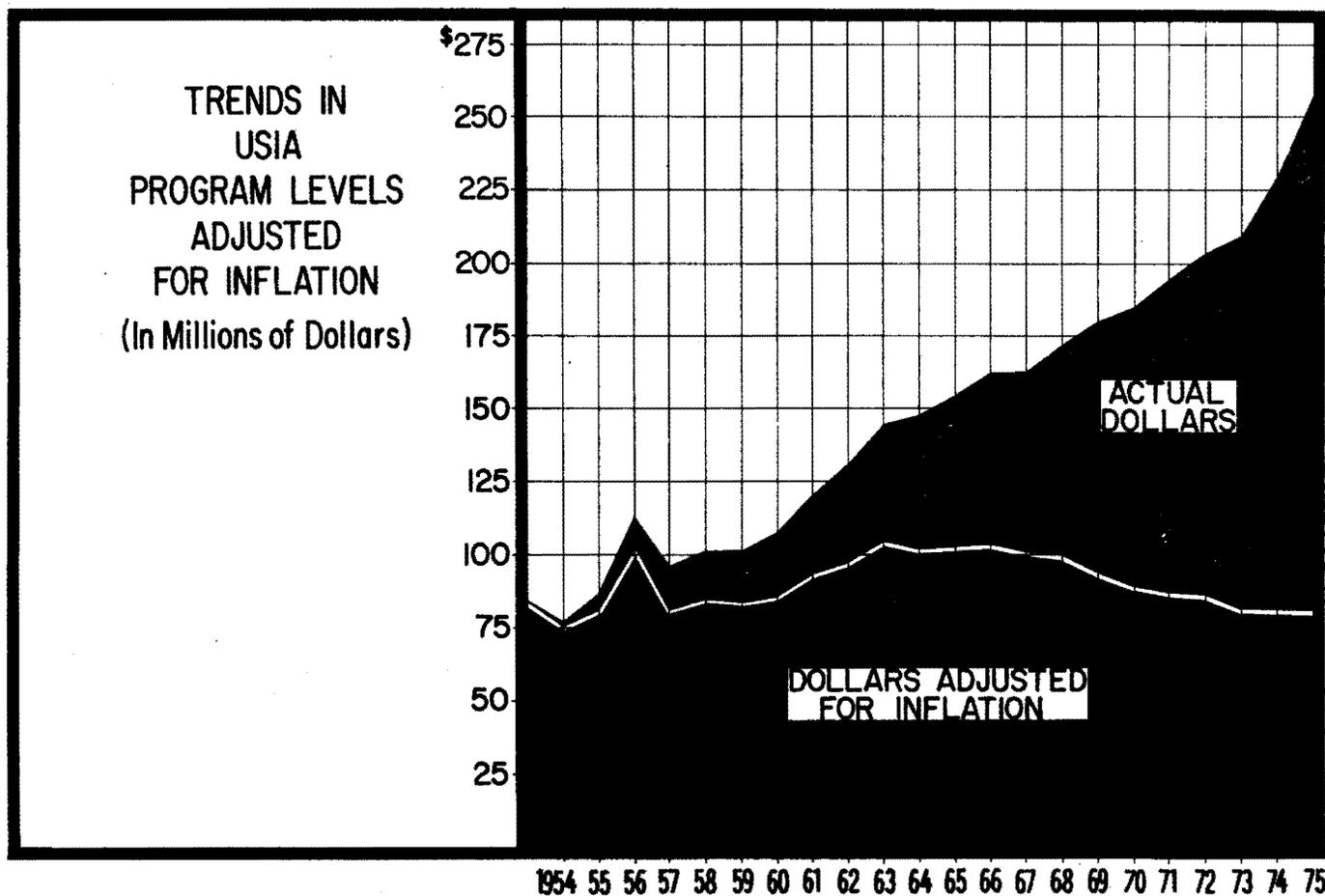
In view of the above, it will be incumbent upon the incoming administration to address immediately the problem of membership of the Commission.

It should be remembered that no more than three members of the Commission may be members of the same political party. The Chairman is designated by the President.

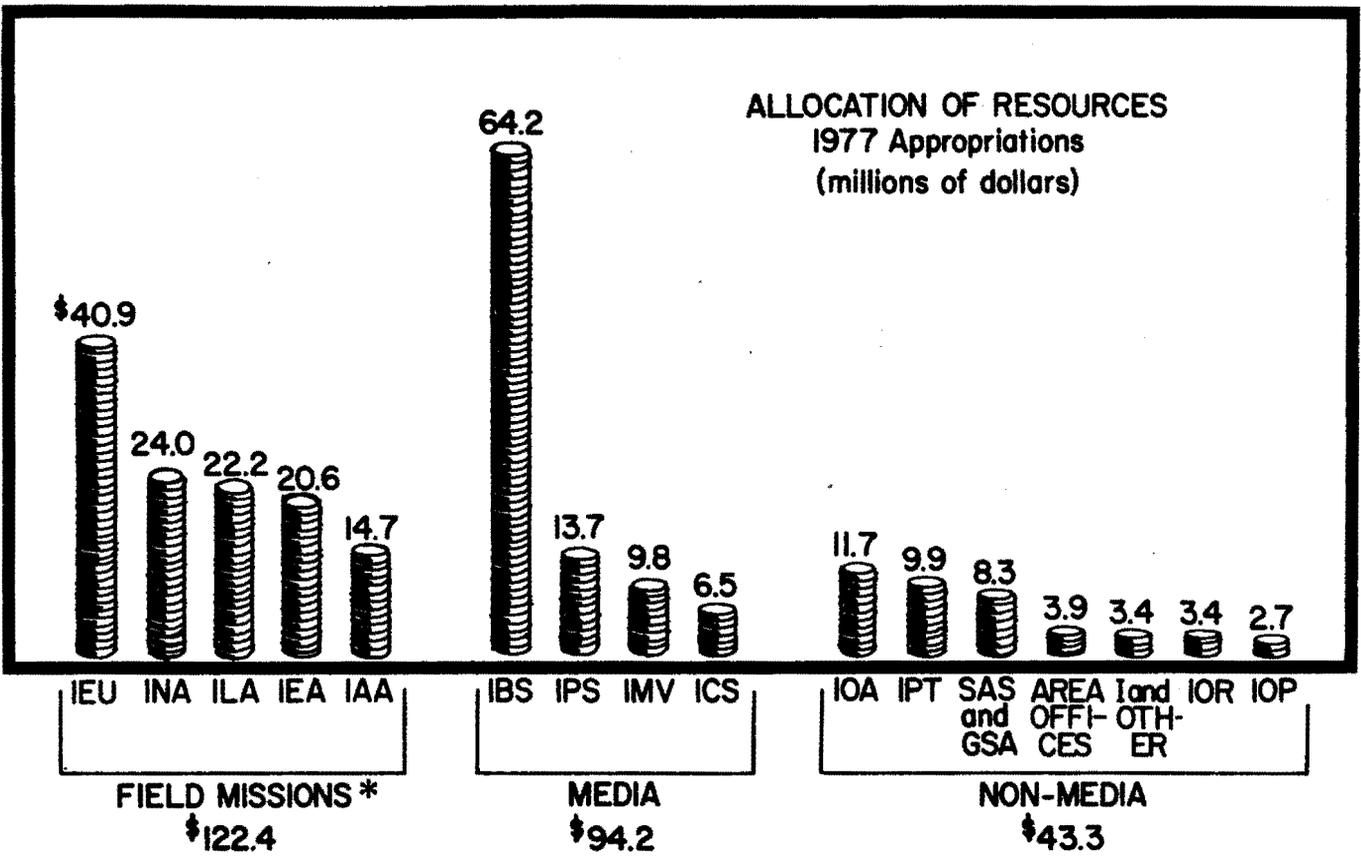


APPENDIX A: RESOURCE OVERVIEW

The following charts have been prepared in order to present a graphic overview of budget and personnel trends in USIA. The data on which they are based is current as of November, 1976. Definitions and assumptions used in the preparation of these charts are available from IOA/B and IOA/MR.



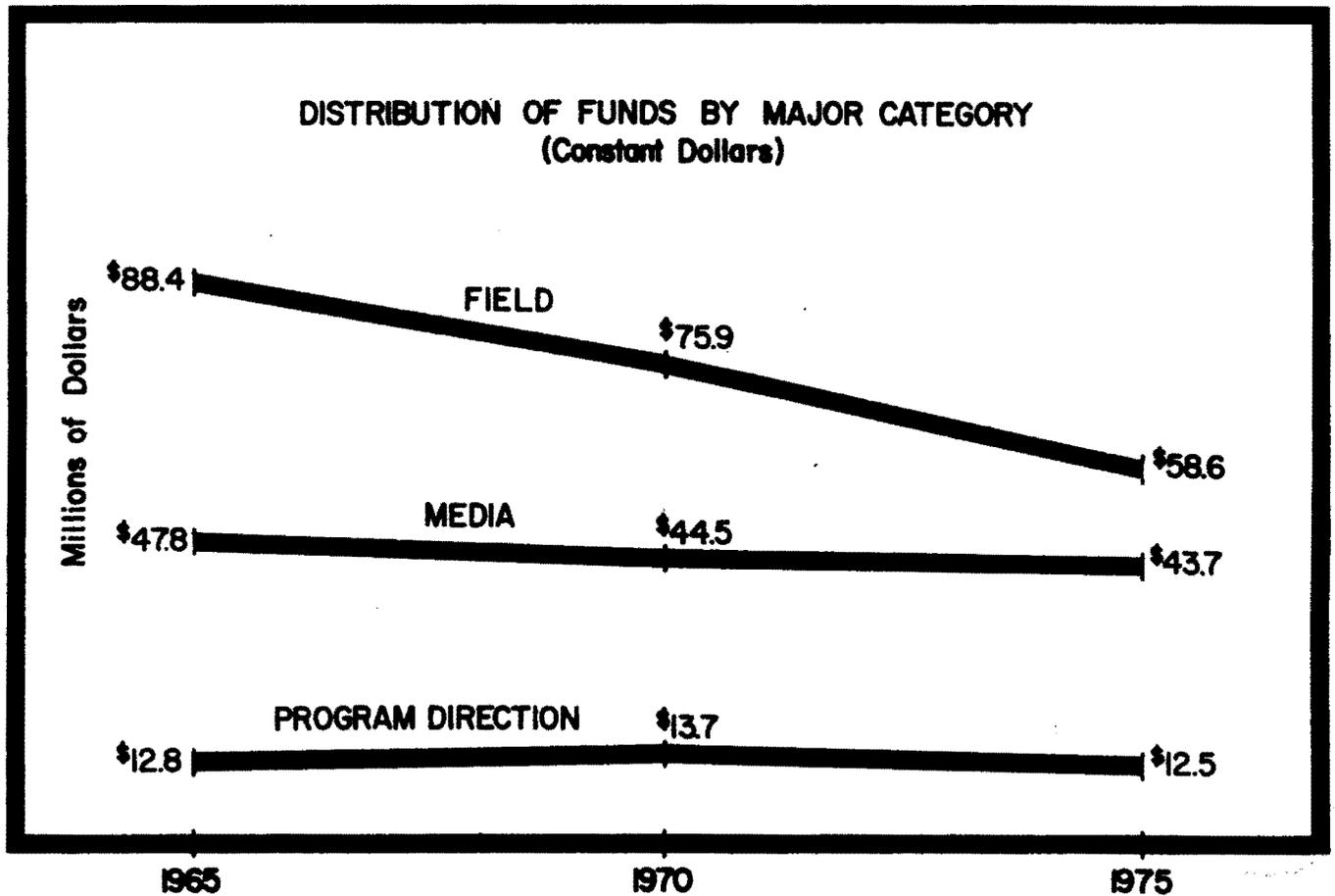
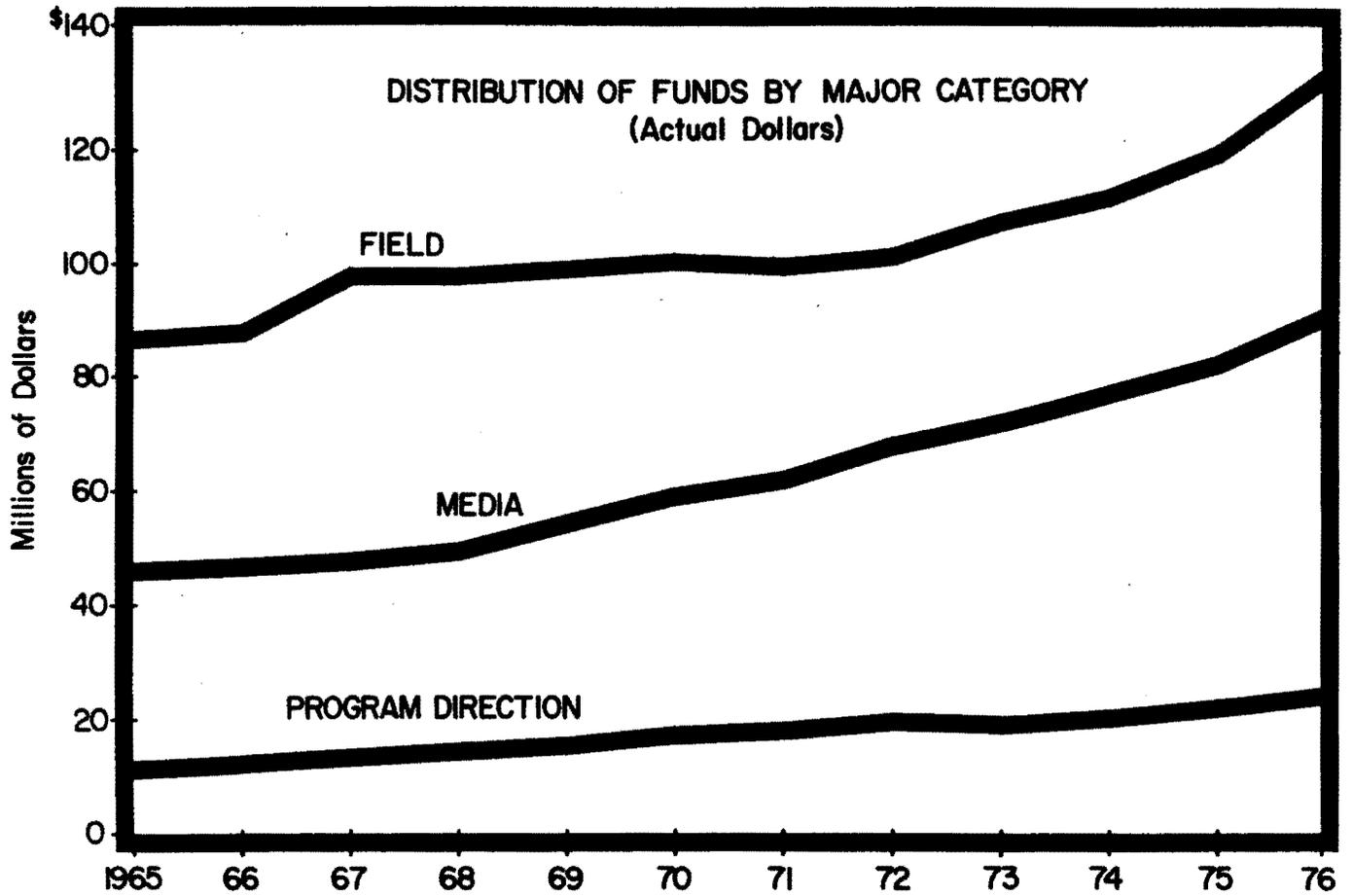
ALLOCATION OF RESOURCES  
1977 Appropriations  
(millions of dollars)

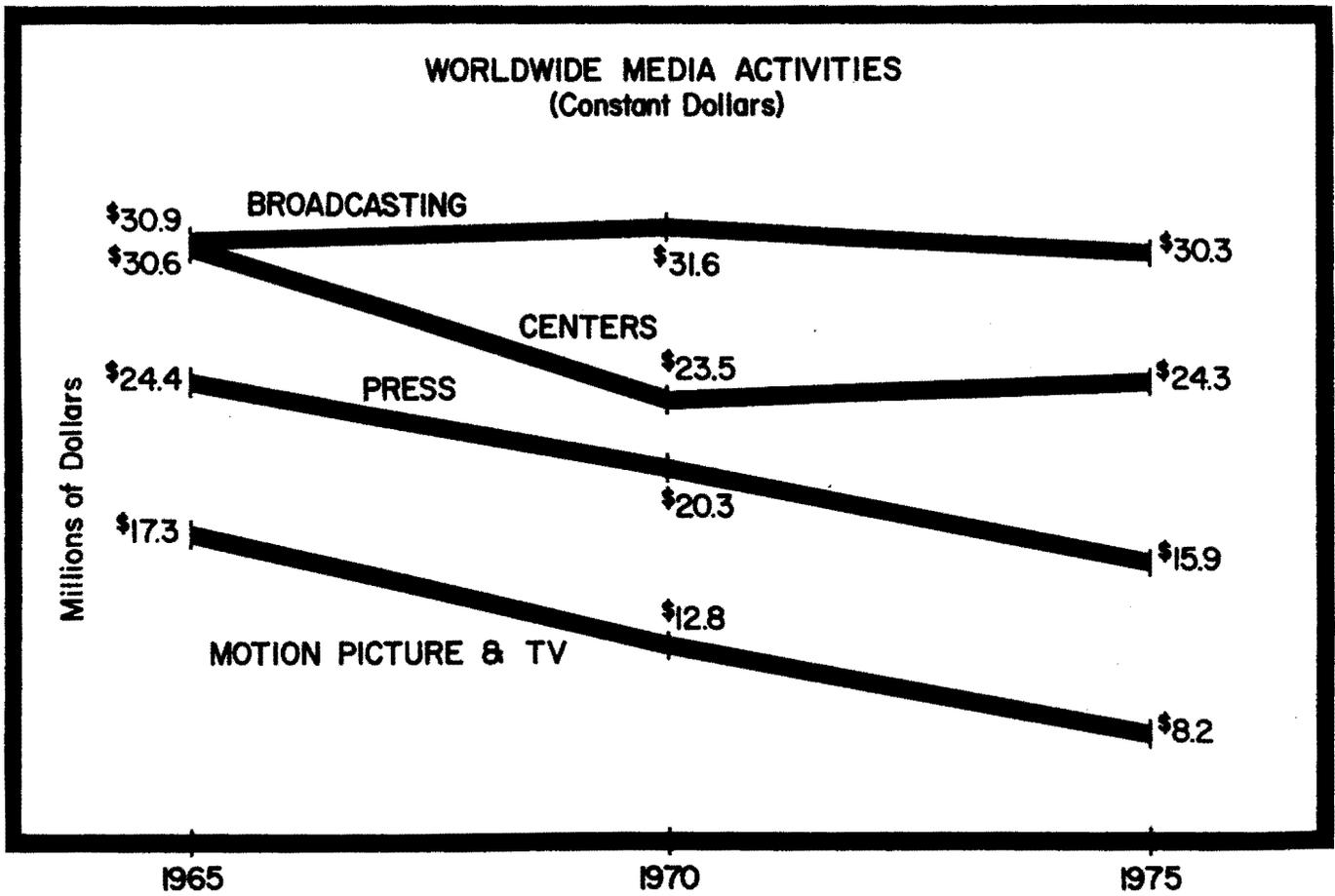
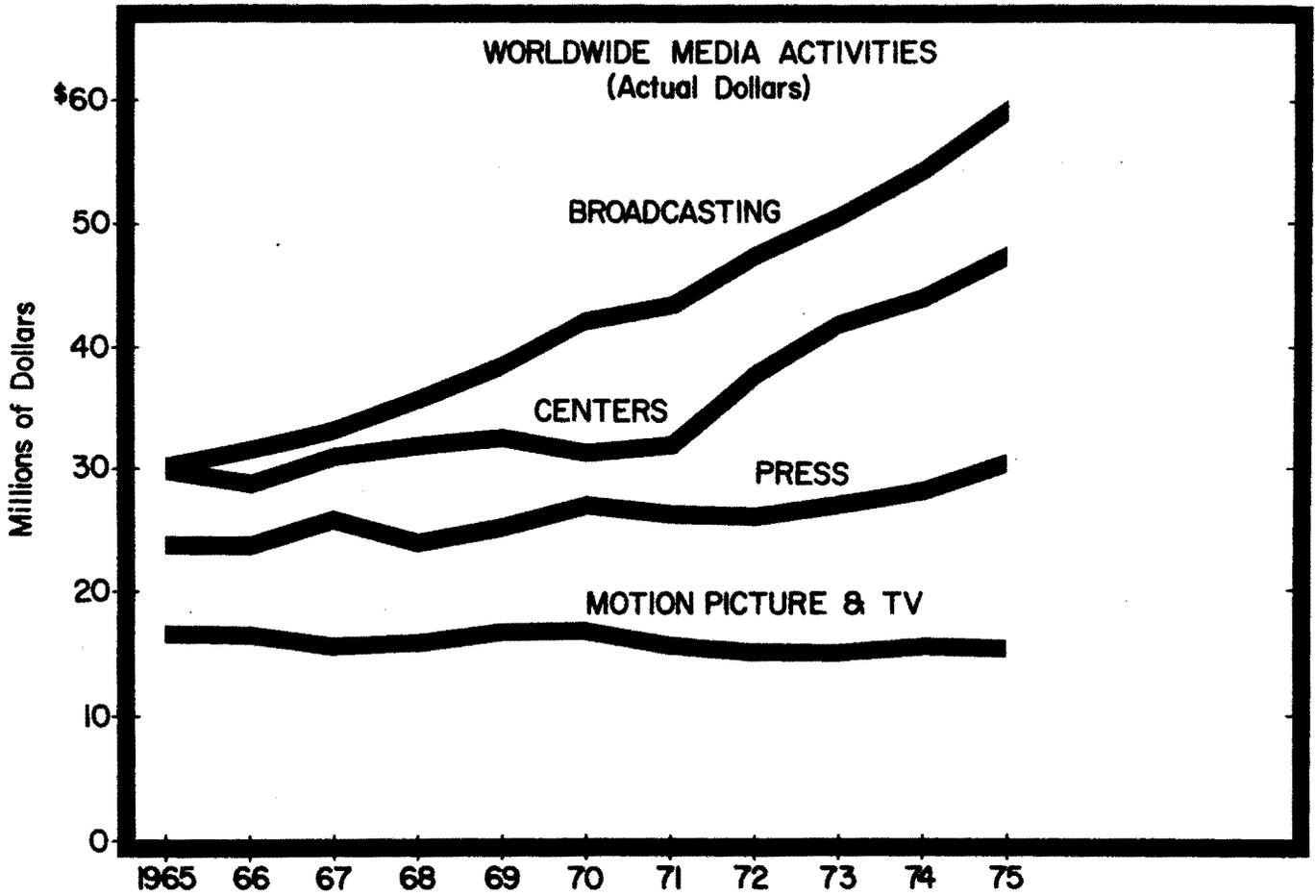


\*Includes GOE, DSA, SAS, American salaries and HLT.

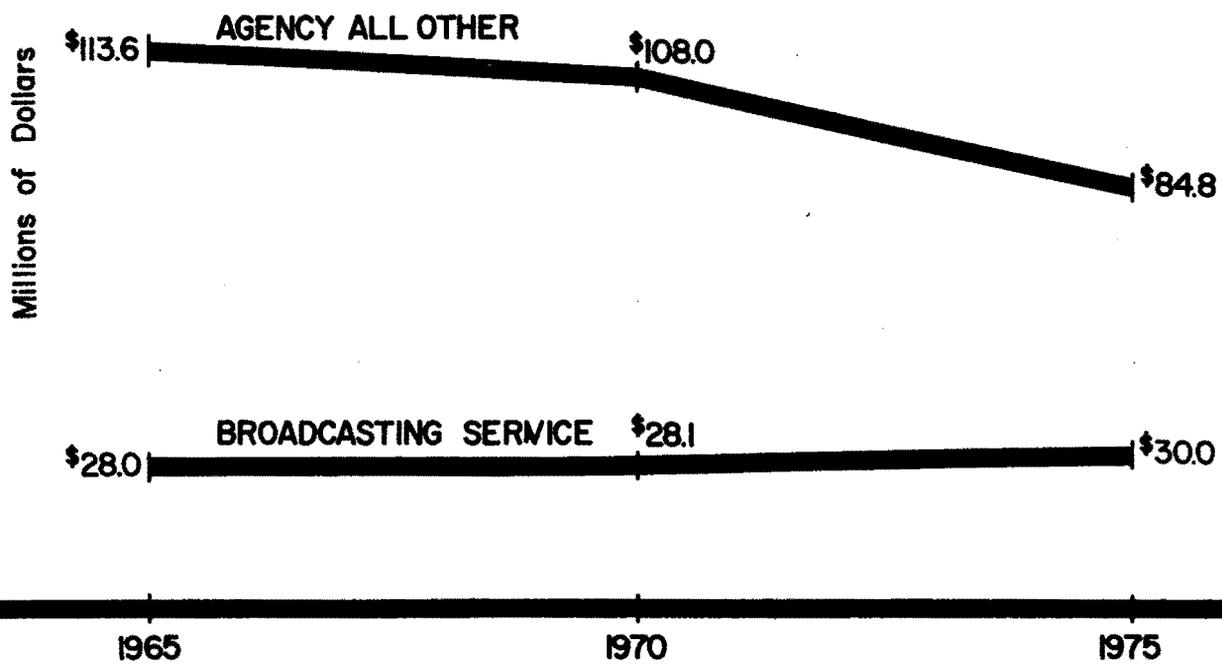
CURRENT ALLOCATION OF RESOURCES  
BY MAJOR ACTIVITY

	<u>FUNDS</u>	<u>PERSONNEL</u>
FIELD MISSIONS	47%	50%
MEDIA	36%	40%
NON-MEDIA	17%	10%

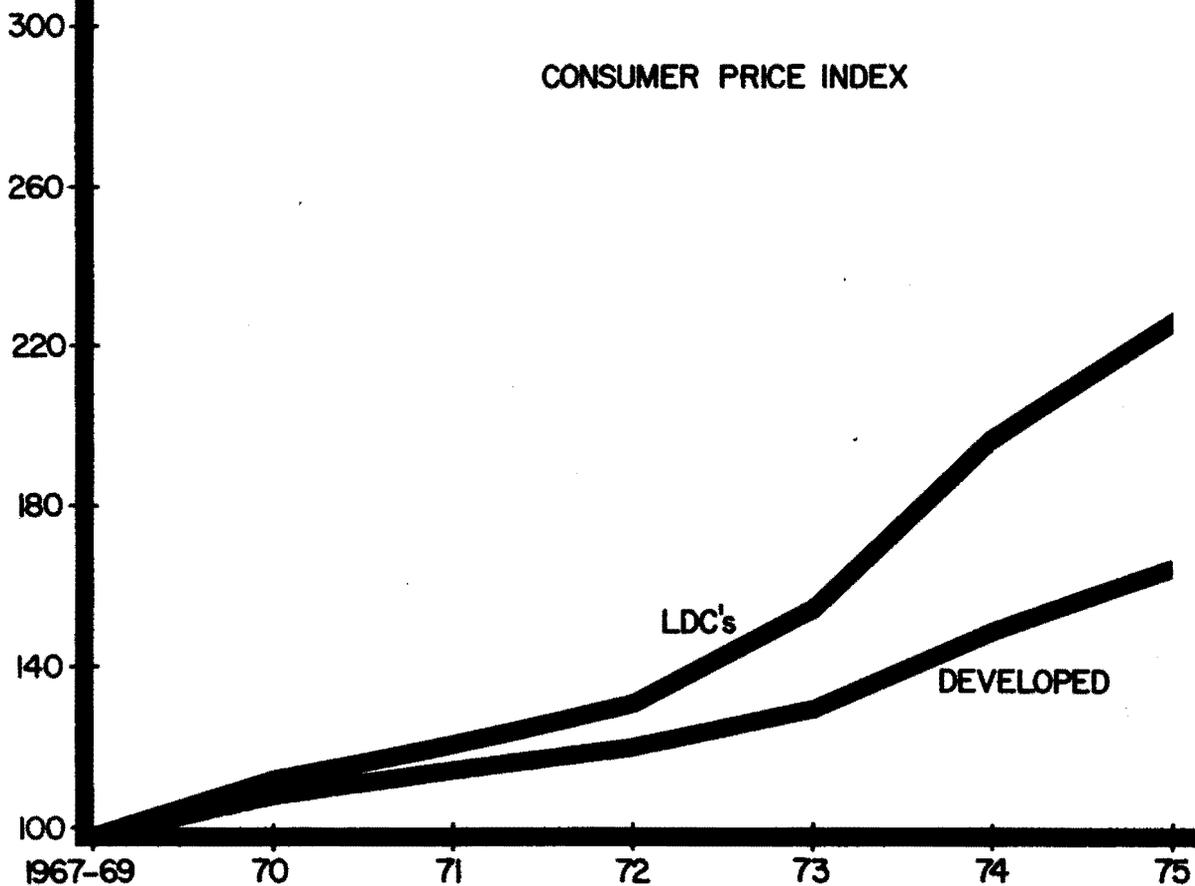




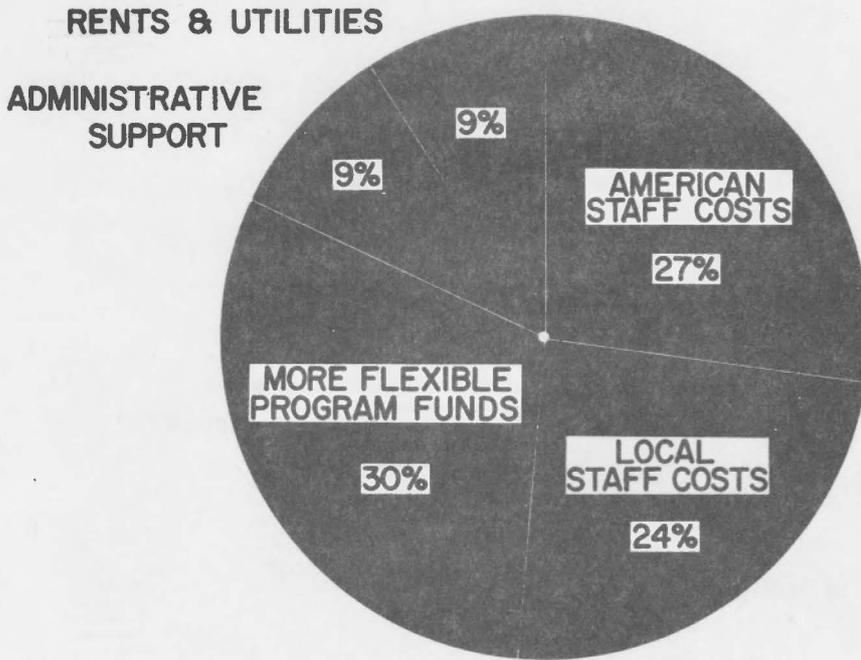
### VOA RESOURCE TRENDS (Constant Dollars)



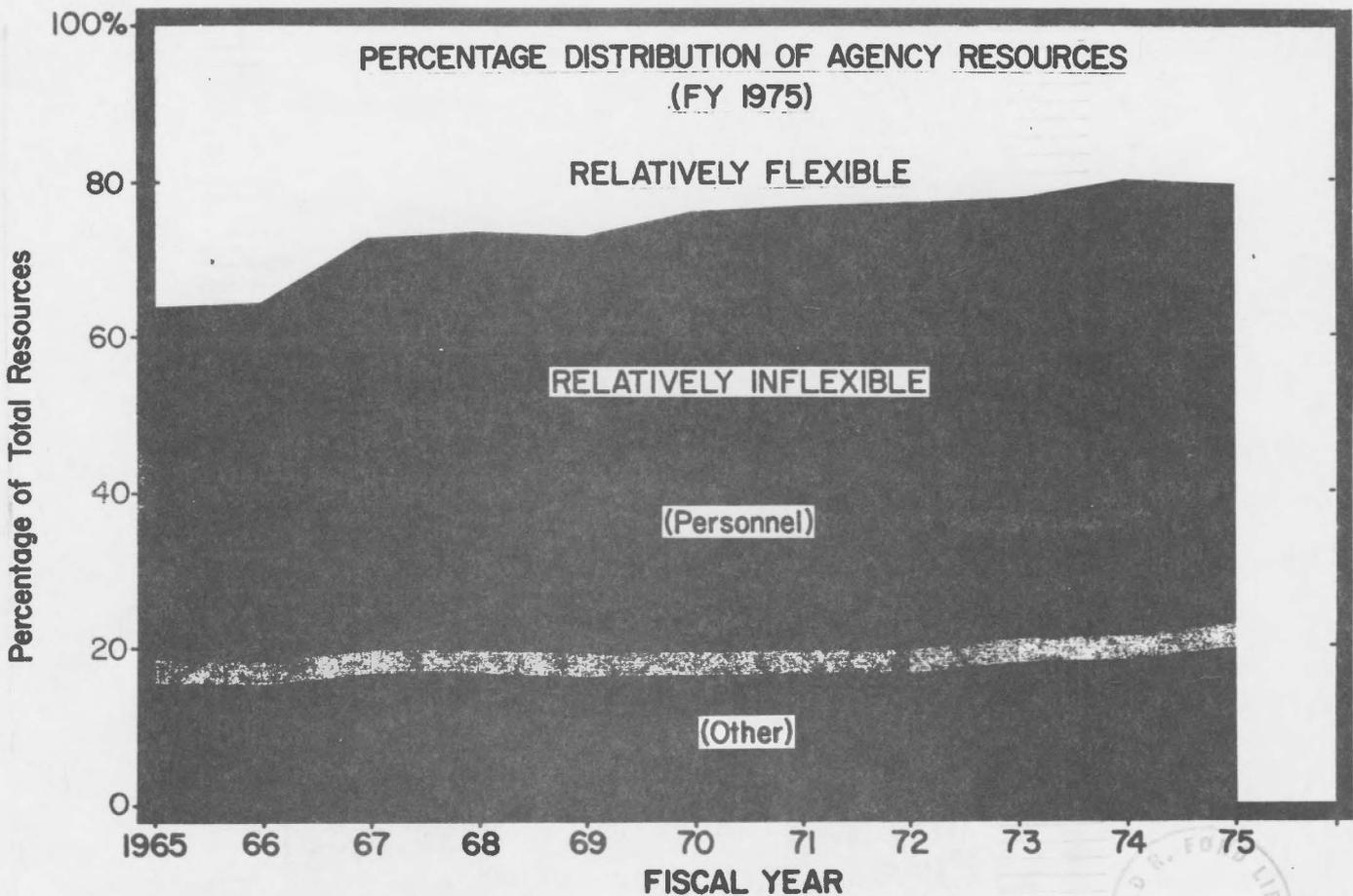
### CONSUMER PRICE INDEX

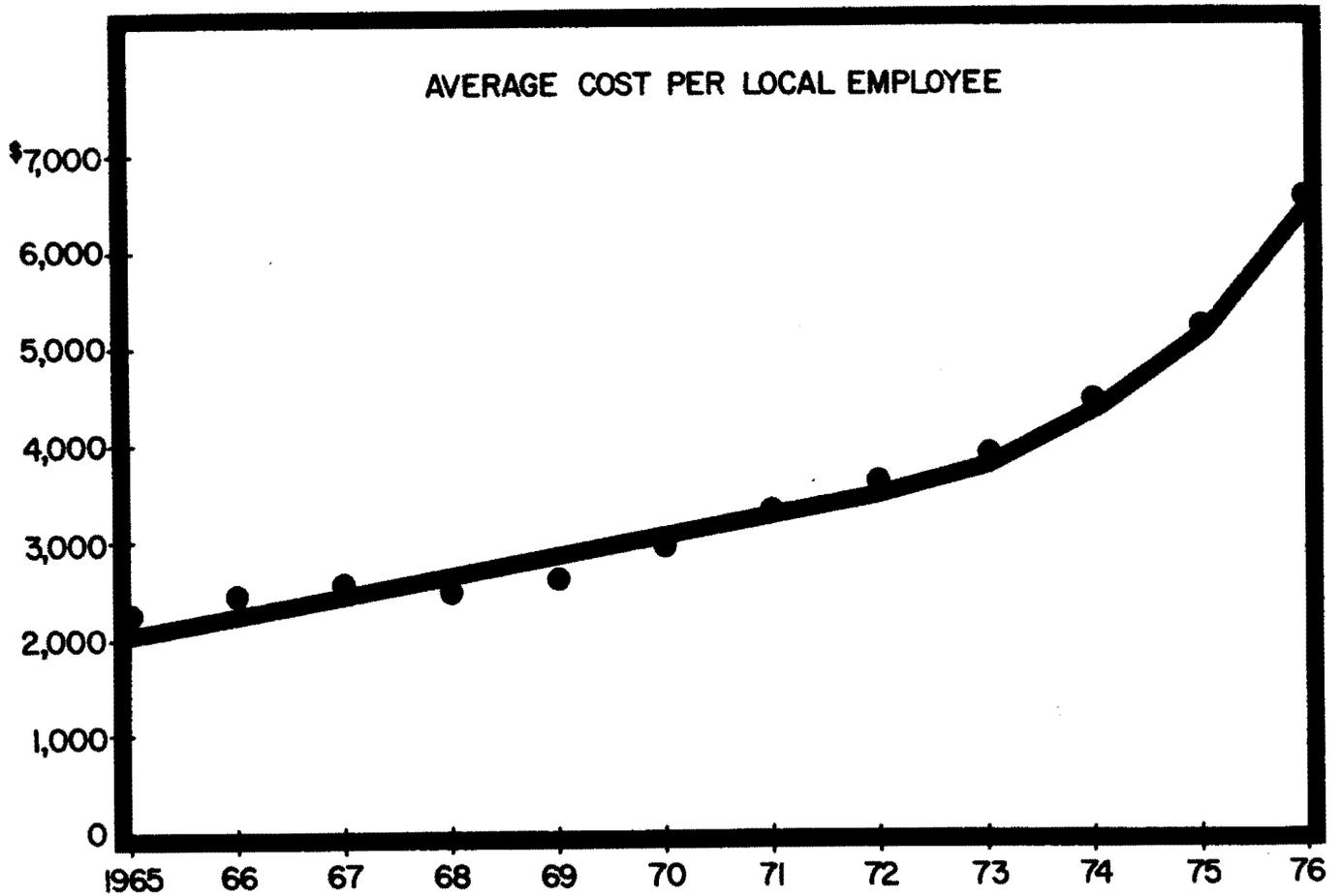
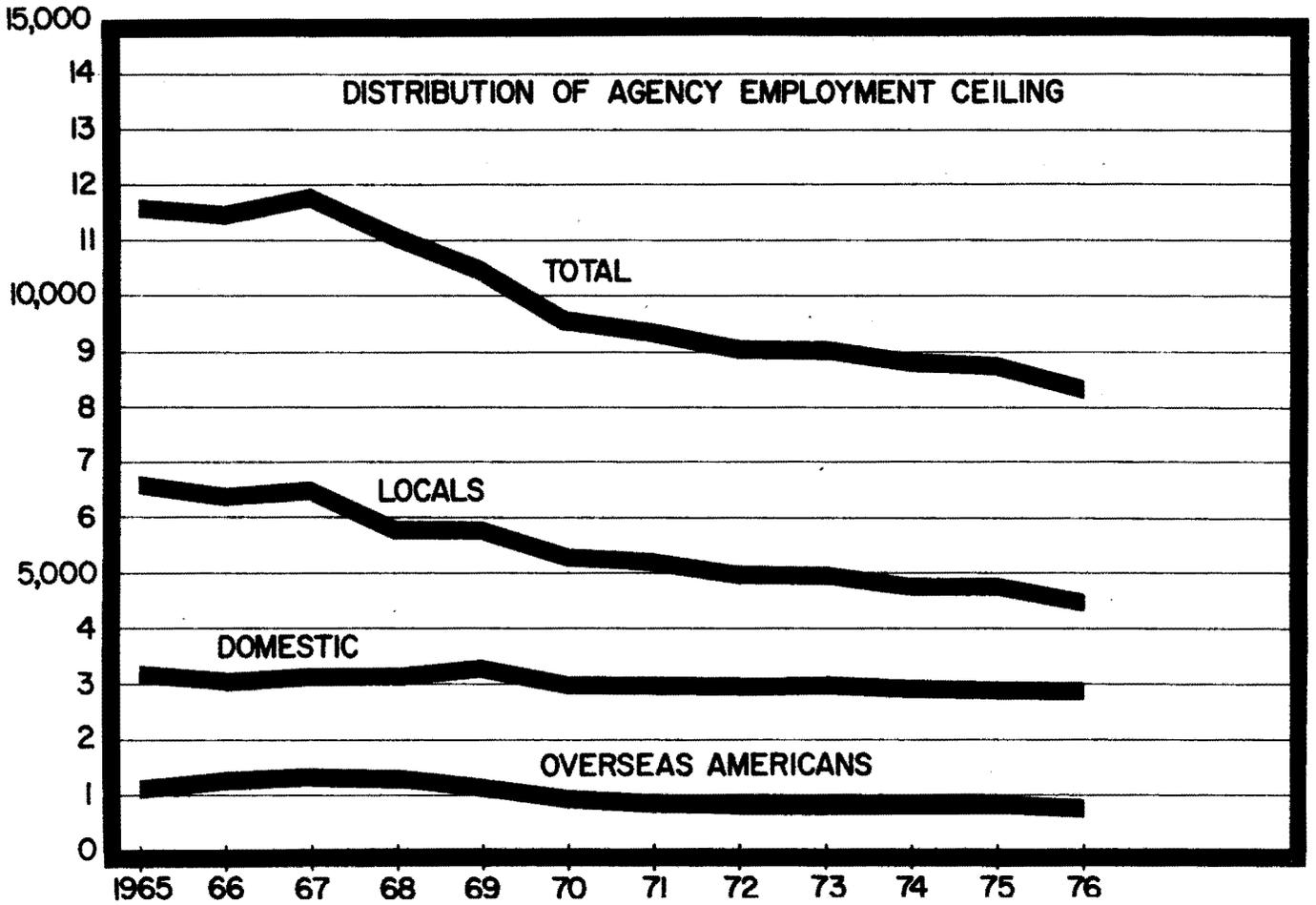


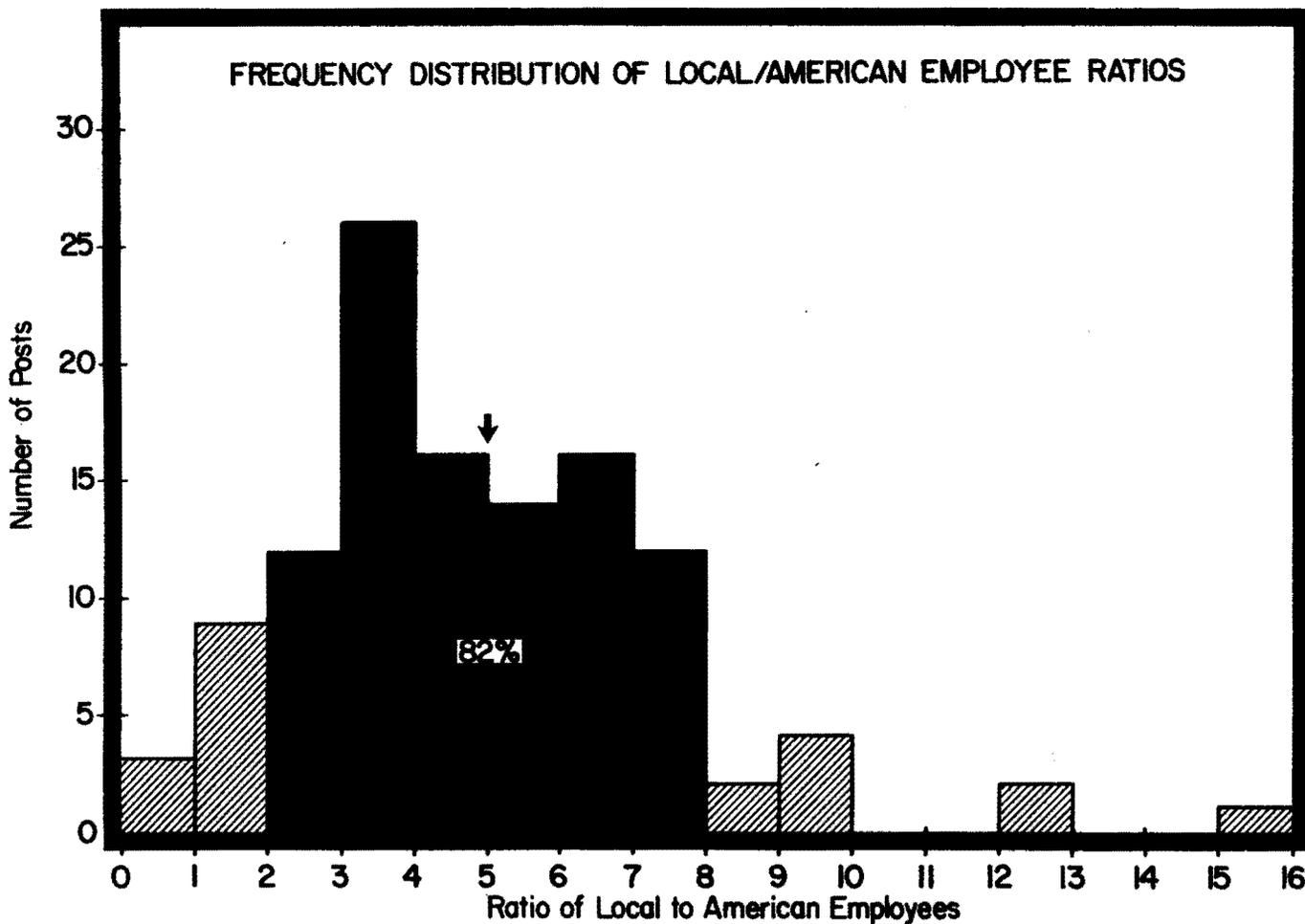
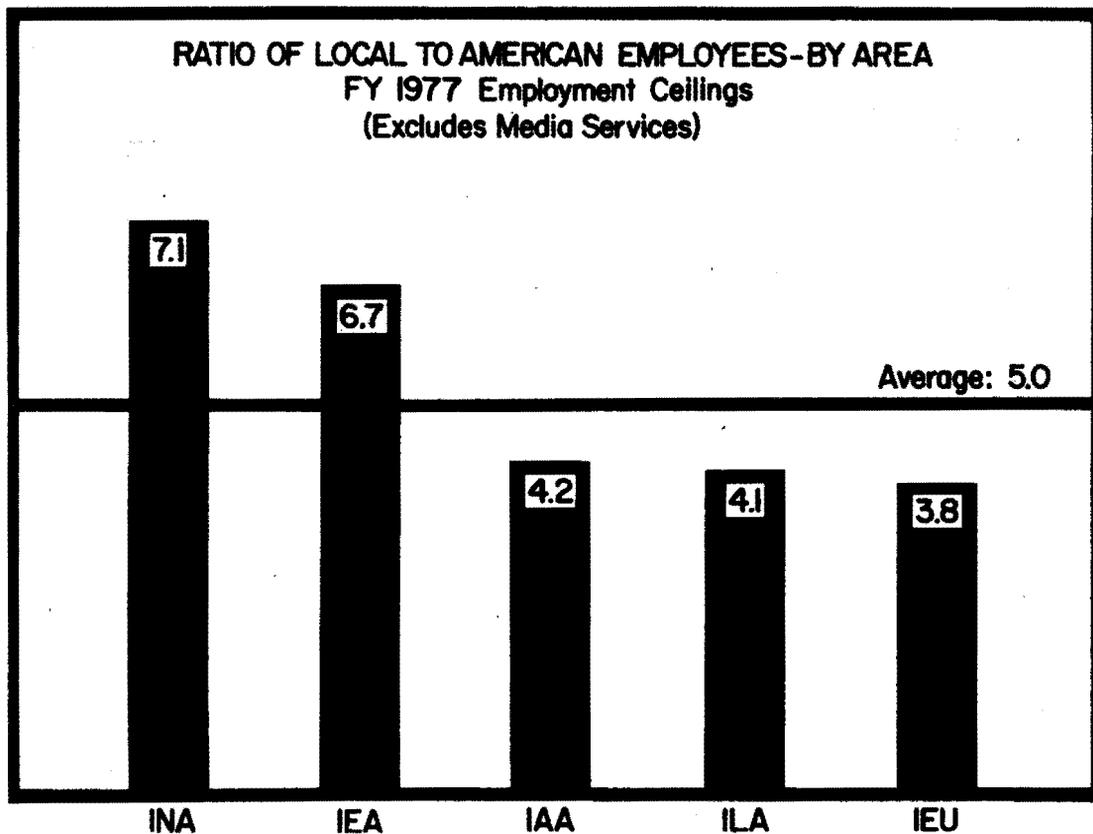
### PERCENTAGE ALLOCATION OF FIELD RESOURCES

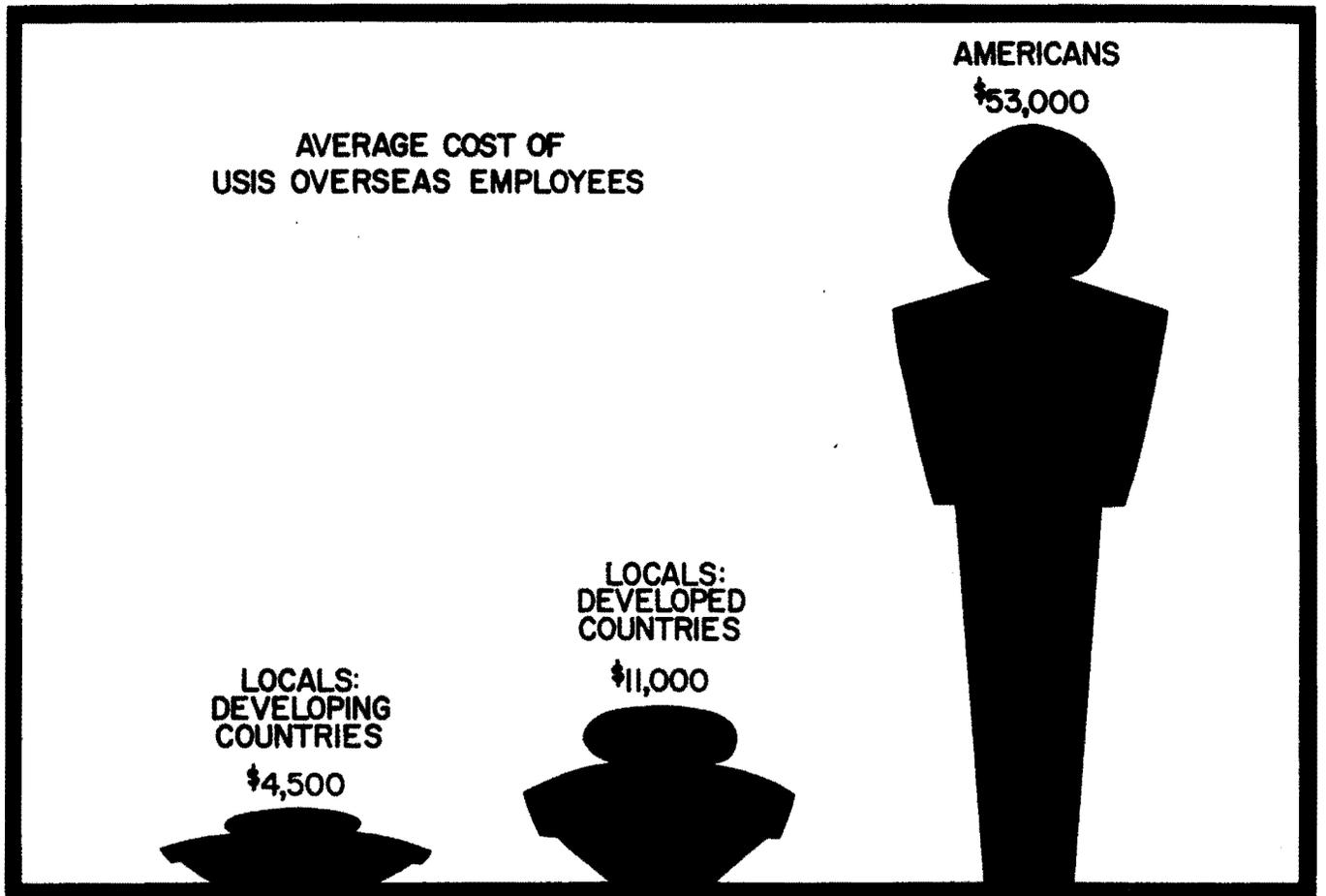
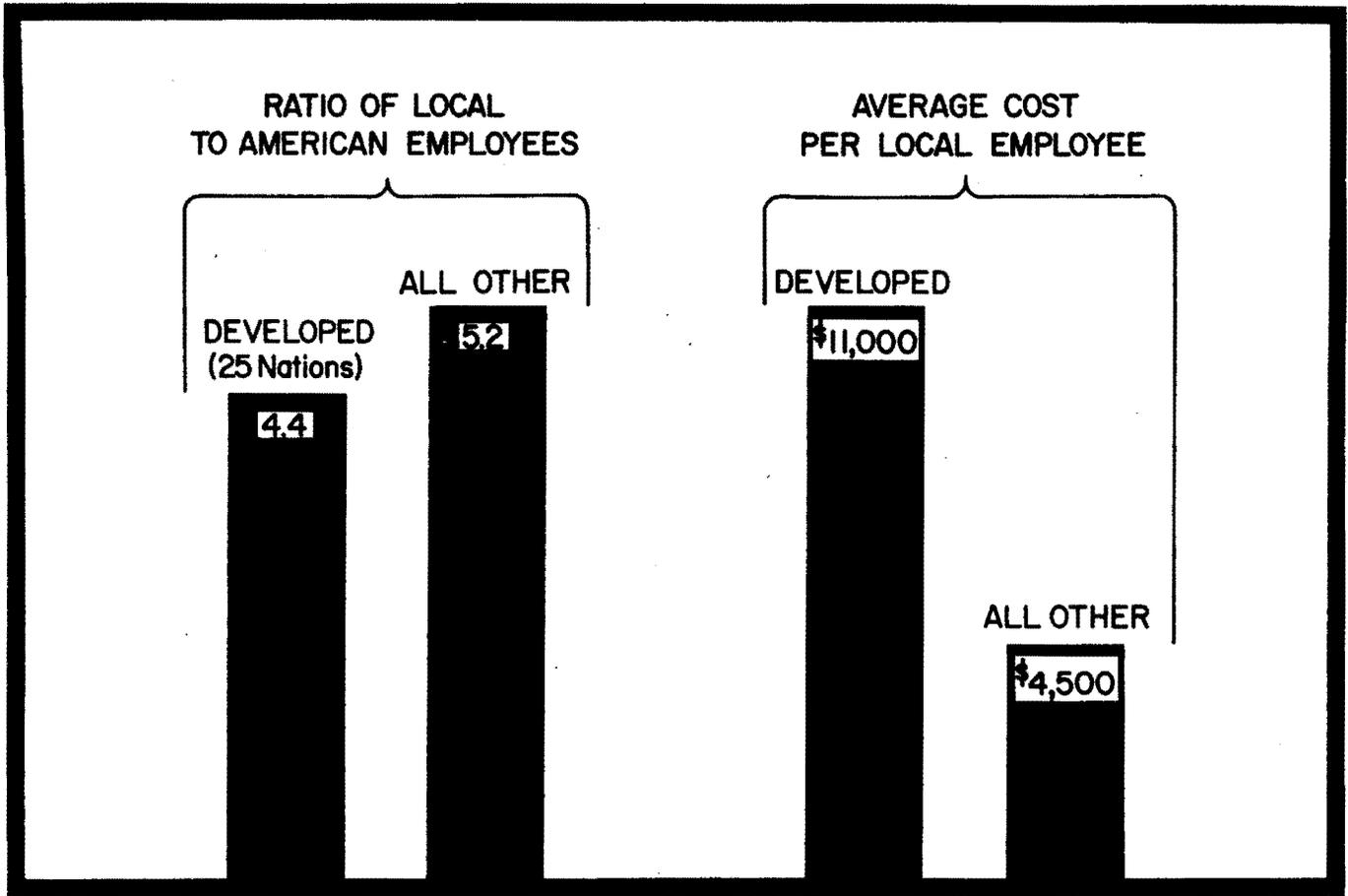


### PERCENTAGE DISTRIBUTION OF AGENCY RESOURCES (FY 1975)

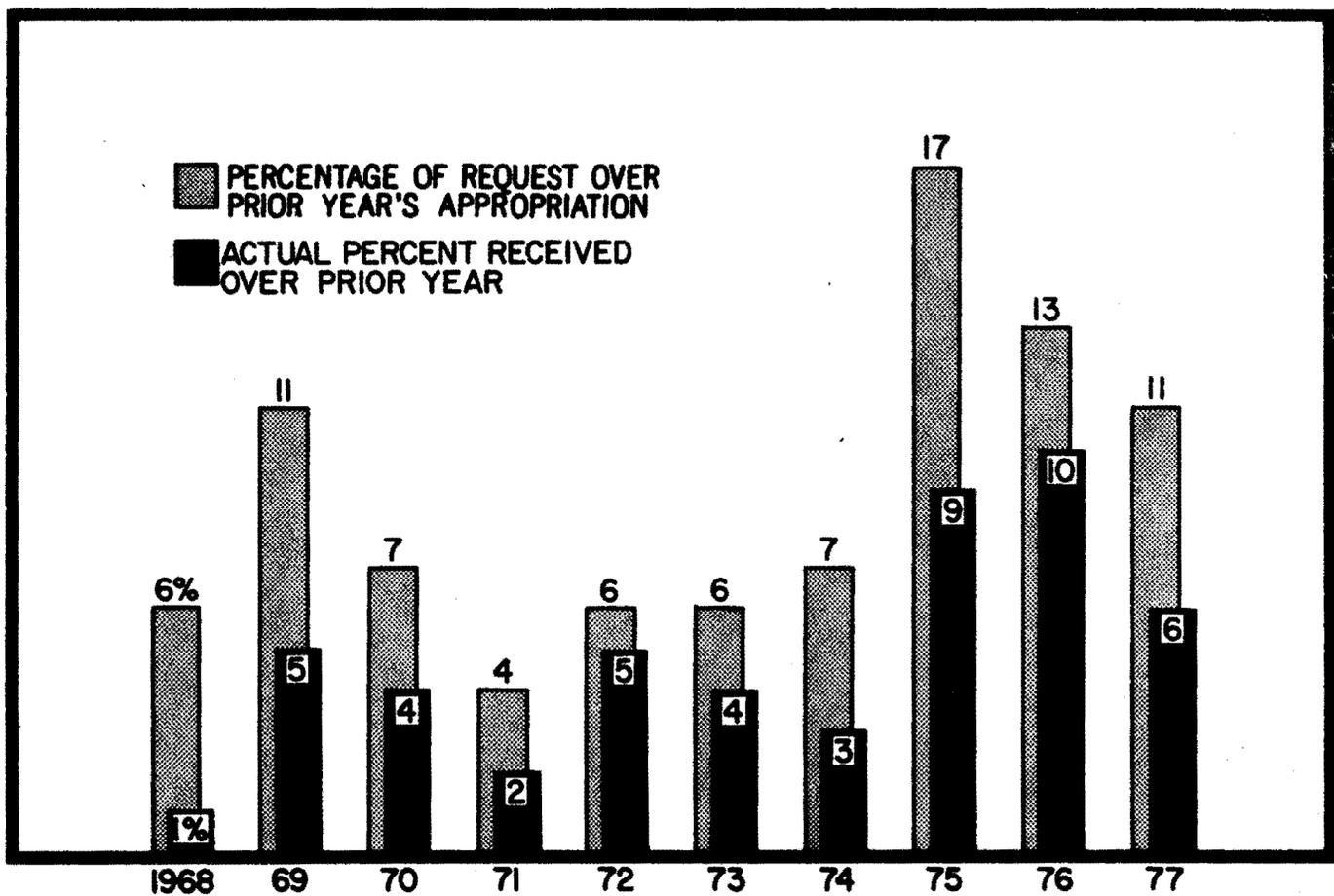
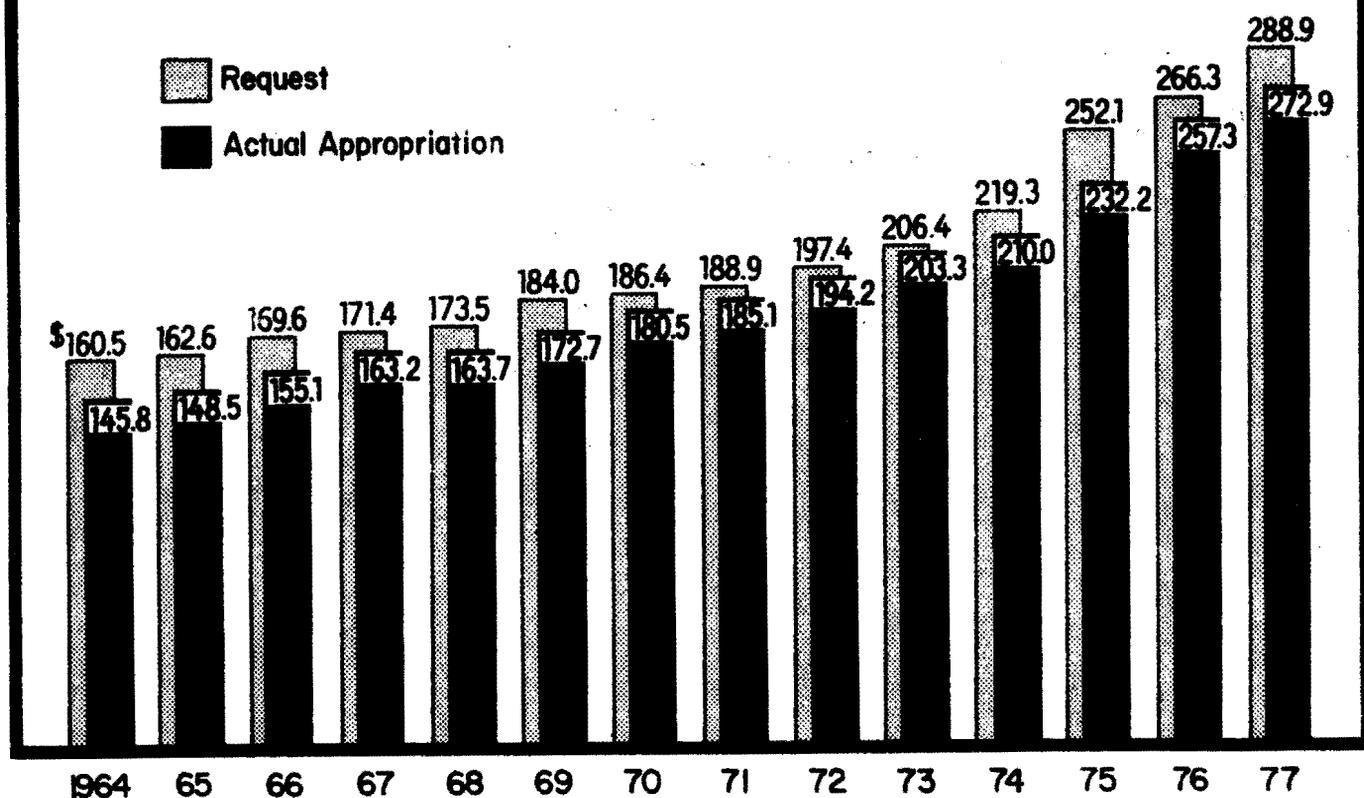








APPROPRIATIONS REQUEST vs ACTUAL APPROPRIATION  
(millions of dollars)



APPENDIX B: SUPPORTING DOCUMENTS

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2. Memorandum of January 25, 1963, by President Kennedy to the Director on the Mission of the Agency	177
3. Letter of June 5, 1975, by the Director to Senator Percy	178

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Exhibit 210A - Director's Statement of October 16, 1973

The Role of The Agency

Adapted from the Statement by James Keogh,  
Director, United States Information Agency  
to the Chairman of the Commission on the Organization  
of the Government for the Conduct of Foreign Policy,  
October 16, 1973

The Mission of USIA

The mission of the United States Information Agency, as I see it,  
is to support U.S. national interests by:

1. Conveying an understanding of what the United States stands for as a nation and as a people, and presenting a true picture of the society, institutions and culture in which our policies evolve;
2. Explaining U.S. policies and the reasons for them; and
3. Advising the U.S. Government on the implications of foreign opinion for the formulation and execution of U.S. foreign policy.

To do this we use all available means of communication, the most important of which is, of course, the personal contact between our officers in 109 countries around the world and local opinion leaders.

These various communications channels are brought together in a unified, coordinated program by means of Country Plans drawn up by the USIS posts overseas, cleared by the Ambassador and the Country Team, and finally approved by USIA and the Cultural Affairs Bureau of the State Department (CU).

Such activities are frequently called "public diplomacy." It might be more accurate to say that with the explosive growth of communications and the rising surge of nationalism, informational and cultural activities have become indispensable tools of modern diplomacy. While recent changes -- discussed later -- have further stimulated this development, as early as 1954 an official British study commission reported:

"We have found it impossible to avoid the conclusion that a modern government has to concern itself with public opinion abroad and be properly equipped to deal with it... The information services must today be regarded as part of the normal apparatus of diplomacy of a great power."

TL-2200D &amp; 1371 (4-11-74)

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In recognition of this fact, other major countries -- non-Communist as well as Communist -- have steadily expanded their cultural and information programs during the last decade, while USIA resources have been shrunk. For example: appropriations for the French external cultural and information program reached \$430 million in 1971, more than double the 1961 level. West German expenditures in this field have substantially increased in the last three years with total appropriations exceeding \$300 million last year. The Federal Republic is also augmenting its transmitter capability while outlay for its two stations broadcasting abroad equalled that of VOA and Radio in the American Sector (RIAS) last year. The British Council -- not to mention the BBC -- increased its expenditures by one-third from 1961 to 1972 despite the difficulties of the British economy.

There is, then, virtually unanimous agreement that foreign opinion and psychological factors may have an impact on the success or failure of a particular foreign policy. In my opinion, they should be one element -- and not necessarily the most important -- among those considered in formulating policy.

The Changing Environment

The environment - technological and political - in which we operate inevitably conditions our tasks as well as our methods of functioning.

One of the major changes has been the extraordinary expansion of new techniques and channels of communications. Technical developments such as satellite telecasting, transistor radios, video cassettes, videotape recordings, computer data banks, etc., have been matched by the expansion of television and radio networks, news agencies and non-media channels of communication involving business, tourism, professional and scholarly contacts. The supply and availability of information around the world has grown enormously, and with it the size and influence of the publics whose views must be heeded in foreign affairs.

The expansion of communication channels has not lessened the role of USIA, but in fact has made it more important. This is not a role that is or can be filled by private or commercial channels, no matter how efficient or skilled they may be, because their purpose is different.

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The news media -- which are essentially and properly commercial enterprises -- tend to highlight the spectacular, bizarre or sensational events while the normal, undramatic endeavors of society and its more mundane problems or quiet achievements are rarely reported. The news media have no desire to be the platform for official statements or explanations of U.S. policy. Replying to foreign critics of the U.S. is not their job. Nor have they any financial incentive to attempt to communicate with people in closed societies or poorer nations which cannot afford costly media services. It is, however, vital for us to do so. The continuing efforts to explain the facts and underlying principles of our actions and policies, to correct the willful or unintentional distortions about our country abroad -- a daily task of USIA -- is simply not the primary purpose or concern of the private media. And yet, as one informed observer has written: "The confused and often distorted image of the United States that reaches foreign eyes and ears becomes an element in the balance sheet of our foreign relations."

The fact is, of course, that USIA is but one voice among many in a world sometimes surfeited with information. The implications for our programs are clear. USIA must define its role with care if it is to have any effect. It must concentrate on those areas of concern to the U.S. not served by non-governmental communications channels. It must carefully adapt its output to the intended audiences, for if we are to claim the attention of busy people, our programs must be relevant to their interests. Accordingly, we try to focus our programs on issues of mutual concern or where our interests intersect.

While the communications picture has changed, the political atmosphere within which we function has also undergone substantial alteration. While a new climate for relations with China and the Soviet Union has been developing, there has been an undeniable erosion of old relationships with some of our major allies. New problems have arisen. Perceptions of national interests are changing. In Western Europe there is a generation of young adults with no memory of World War II and the contributions of the U.S. to the defense and subsequent reconstruction of their countries. As our Government seeks to resolve differences through negotiations and engage former adversaries and old friends in constructive dialogue, USIA must attempt to foster a better and more extensive understanding of our purpose and policies.

We have adjusted programs and shifted resources to support these new policies. For example, we are giving much greater emphasis to international economic issues. And we are supporting the efforts of other U.S. Government agencies to promote trade and tourism.

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We are attempting to foster common approaches to common international problems such as narcotics, energy, resources, etc.

It is obvious that the policy of negotiation rather than confrontation, and the move toward detente, have presented the United States and the world with new opportunities for constructive dialogue which the USIA is in a unique position to foster. The Soviet officials and people are much more receptive to our traveling exhibits than before. We are permitted greater scope in our cultural presentations there, and perhaps of most significance, they have recently ceased jamming the Voice of America. These developments present us with a new and vastly larger audience with the Soviet Union than we have had previously. And while the Soviet leaders could put an end to this at will, for the time being we have access to Soviet people that was denied us until recently.

The new relationship with the Soviet Union has not meant, however, the end of competition in the arena of ideas. This was clearly stated by General Secretary Brezhnev in April when he said: "The successes of this important matter (of peaceful coexistence) do not signify in any way the possibility of relaxing the ideological struggle."

Although the Soviet Union no longer jams the Voice of America, there has been no wavering on its policy regarding dissent or reduction of internal informational and cultural controls; on the contrary, they have been tightened. And while the President is no longer subject to personal attacks, Soviet propaganda has not halted its criticism of the American social or economic systems or of our European or Asian alliances.

Eschewing polemics and the rhetoric of the cold war, we are trying to meet this competition by ensuring that a clear and balanced picture of the United States and its policies gets through abroad both to those who make decisions and to the public at large.

-- Long range cultural versus short range information activities

Our overseas communications programs are, in my view, part of a long range process whose effects are cumulative. It is true that a press or information officer overseas may spend much of his time correcting distortions about the U.S. or otherwise setting the record straight. These efforts play their role in the sometimes grubby but necessary routine of minimizing misunderstandings that clog or con-

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taminate relations between the U.S. and other countries. These day-to-day contacts give substance to the continuing dialogue with foreign audiences. By providing facts and points of view, and the human dimension of personal relations, we broaden and strengthen this discourse. Collectively and cumulatively over a period of time, however, they can help reinforce or weaken stereotypes and attitudes or shape perceptions of the United States. There are few "quick victories" in our work.

The usual habit of categorizing cultural programs as long range activities and media or information programs as short term efforts, seems to me to miss the point about what it is we are trying to do and to ignore some basic rules of communication. Whether the message is conveyed under an information or cultural label is immaterial. They are both communication tools which complement each other, and both usually have short and long range considerations.

The attempts to distinguish between cultural and informational activities are equally confusing: is a lecture on U.S. trade policy any less "informational" for having been delivered by a Fulbright professor, or an article about American literature less "cultural" for having been printed in a newspaper? The distinction is essentially arbitrary and not particularly meaningful.

We recognize that it is rare indeed for a single communication by itself -- whether conveyed by a film, printed article, exhibit or lecture -- to have a significant effect on attitudes developed over a lifetime. USIA can never conclusively "prove" that it can materially change basic attitudes or behavior. It can facilitate communication on subjects of mutual interests or concern, promoting the development of a dialogue from which understanding may develop and common action or attitudes may emerge. As I said, this is essentially a long range process.

Improving Programs and Management Techniques

USIA recognizes and has been acting upon the need to adjust and improve its programming both by shifting emphasis to emerging major issues and by using research and other self-evaluation techniques as management tools.

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The complex of interrelated issues - economic matters including trade promotion, energy and other resources - are of course increasingly critical ones for U.S. foreign policy. While USIA has always assisted U.S. efforts in these fields, it is presently engaging in an accelerated priority effort to find the best means of enhancing informational support of official policies and developing the requisite coordination with the other Executive branches involved - e.g., the White House, Department of State, Commerce, Treasury, Interior and such bodies as the National Science Foundation. To fulfill these new priorities we have been expanding both our programming and our expertise - including the assignment of additional qualified officers to these tasks and the establishment of new training courses and procedures. We are using newer communication techniques, such as multi-media presentations and video-tape recordings.

In our contacts with foreign media, we are placing less emphasis on press releases and handouts and more on cooperating with journalists and television teams, providing them with facilitative assistance and materials in depth that will make for more accurate, balanced coverage of the American scene. Through this form of cooperation we in effect utilize established channels of communication which far outweigh our own.

Promotion of Trade and Tourism

Changing world circumstances have placed new demands on the foreign affairs structure of government. As national priorities shift, USIA is shifting the emphasis of its own programs to lend information support to new foreign affairs objectives. Toward this end, and while still carrying on our larger and traditional role, we have launched a program to help improve the U.S. balance of payments in trade and tourism. I call on Agency personnel at home and abroad to support these efforts.

In the field of export promotion, I have approved a new program to assist the efforts of Commerce and State. We are not, of course, trying to sell either airplane tickets or washing machines; we seek rather to portray the U.S. as an interesting and feasible place to visit, and report on American scientific and technical achievements, including the research and development of new techniques and products. USIA officers abroad will inform local businessmen about U.S. products and services available. We will carry on an intensive effort to keep the

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United States' position strong in world trade.

We see this part of our mission as going beyond the issue of the balance of payments -- as important as that issue is. President Nixon recently expressed the wider view when he said: "Trade leads to communication between peoples, not just governments but peoples. I believe that as we increase communications between peoples at all levels, the opportunity of discussing differences rather than fighting about differences is greatly increased."

In the promotion of tourism to the United States, we maintain close liaison with the Department of Commerce/U.S. Travel Service to work out policy and procedures. In countries where USTS is not represented, we are working closely with the Embassy commercial officers. A new policy guidance has just been approved, with the concurrence of the Department of State, explaining what is required for the new effort.

More generally, we are endeavoring to increase understanding and support abroad for U.S. positions on trade and monetary issues which now involve the U.S. in protracted international discussion and negotiation. Here, our information support seeks to demonstrate that our policies are related to our wider goal - a more stable and peaceful world characterized by freer exchanges generally and by international cooperation on common problems.

Among these common problems the urgency of the energy issue requires increased attention and program activity, carefully prepared and coordinated as government policy evolves. We are coordinating this activity with such offices as the White House Energy Coordinator, the Under Secretary of State for Economic Affairs, as well as the scientific and energy offices of State, Interior and the National Science Foundation.

We are also giving significant program emphasis in appropriate countries to problems of population growth and their relation to other issues (housing, education, food and health), especially in the context of the activities of international agencies. We work closely with AID and with State on these programs. The nature and extent of our efforts in a given country are of course related to its policies and sensitivities.

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Resource Allocation

Faced with both diminishing budgets (in real terms) and a shifting, increasingly complex world scene, we have had to engage in intensive self-assessment and eliminate less important activities. Country priorities for resource allocation are rigorously established and periodically reviewed according to our national interests and information requirements. An annual planning and budget cycle is supervised by an Executive Committee which I chair and which also examines all major policy and operational proposals beyond the competence of a given element. Posts abroad receive overall policy guidances early each year and later submit country program plans which are reviewed in Washington. Certain resource decisions are delegated to the heads of our field posts - experience indicates that a substantial measure of decentralization is required for effective programming. Accountability is an important part of the system.

Agency's Advisory Function

An important part of the Agency's mandate is to provide Washington foreign affairs policy makers with a continuing assessment and analysis of the state of overseas public opinion so that this factor can be considered in formulating and carrying out policies. On a day-to-day basis, the Agency has good working level contacts with the Department of State and other agencies in our field. Personal relations at the top level are excellent. Nevertheless, I believe that this aspect of the Agency's mandate can and should be strengthened.

We have resources, in our research operation and in the field experience of our officers in assessing and dealing with foreign opinion, to make a stronger contribution to U.S. foreign policy planning. As I noted earlier, foreign public opinion is only one element among the factors which should be considered in forming and carrying out foreign policies. In some cases it is more relevant than in others, but it should always be taken into account. Our policies should not, in many cases, be modified to assure a more favorable public opinion response abroad. However, policy makers should know about potential overseas reaction, both positive and negative, so that they can adjust their strategy to it when desirable.

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Not participating directly in the higher policy councils, the Agency often lacks the information on the issues under review and would enable it to make a meaningful contribution to U.S. foreign policy planning. I believe the solution lies in institutionalizing the Agency's advisory role within the foreign policy community. In particular the Agency's advisory function should be more clearly defined, and activated, especially at the level of the NSC and in inter-Agency planning groups.

The Agency's Organizational Structure

Given all the factors described above, it is clear that the overseas public affairs program is a complex and even unique business, involving a blend of political skills with specialized professionalism in psychological, media, cultural, educational and other areas. The present program derives from experience (including considerable trial and error). It has worked with reasonable efficiency because innovative administrators have adapted programs to changing national needs in this field.

These needs, as we are all well aware, are constantly changing. The question has been raised whether the program should be reorganized structurally to meet these new requirements more effectively. As we have indicated, important changes are already being made in Agency operations. In particular, I have issued new directives on organizational responsibilities within the Agency, stressing the need for tighter policy and management direction and strengthening the role of the area offices. I have also reorganized and reduced the number of area offices. Other changes have been made to reduce the size of the Washington headquarters staff.

But beyond any internal changes is the broader question of the possible restructuring and relocation of the Agency. Whatever reorganization may be decided upon, we are concerned that it should not submerge or fragment essential functions or useful ongoing programs. Decisions in this area should not be put off for too long a period, for any organization suffers -- in terms of efficiency and particularly morale -- when this occurs. This is particularly true of USIA whose program effectiveness rests on the ability to conduct long-range operations.

The consolidation of USIA totally into the Department of State has been suggested by a number of individuals and groups, and most specifically in the study issued in 1965 on the foreign affairs structure made by

TL-2200D & 1371F (4-11-74)

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a Senate committee on national security staffing and operations headed by Senator Henry Jackson.

The advantages cited for this proposal usually stress the presumably clearer lines of authority by the Secretary of State over the public affairs program policy and operational activities. It is based, correctly, on the requirement that the overseas program act within guidelines set by the Department as the senior foreign affairs agency. There is no question about the necessity for this Department authority.

In fact, we see no major problem in this area. By mandate and by long-standing practice, USIA is directly responsive on a day-to-day basis to State Department policy guidelines. The primary concern we have involving USIA's relations with other foreign affairs agencies, as we have already noted, is in carrying out the Agency's advisory mandate, and of being adequately informed in advance of significant policy decisions. This calls for a clarification of responsibilities and of channels.

The key question, we believe, is assuring that the program will be efficiently structured to perform its functions. Once the policy guidelines are established, the program involves media, cultural and educational operations that require expertise and resources different, in nature and scope, from the Department's work. By rough rule of thumb, these activities take up 90% of the program's resources and time. Operationally, they call for a specialized organizational structure.

I have studied a number of proposals made in recent years recommending the return of USIA functions to the State Department. I can see certain advantages to such recommendations, particularly if the program were integrated as a unified element with the Department equivalent to the political and economic units.

However, I believe that the balance of past experience and future prospects favors a structure in which our operational tasks are performed by an organization outside the Department. Such an organization should be manned by Foreign Service and Civil Service personnel trained for these functions. However, we would hope for a step-up in personnel interchange with the State Department and other agencies. Above all, by applying single-minded concern for the complex problems involved in overseas public affairs, it assures that this limited but vital aspect of foreign affairs will not be submerged or diluted as could be the case if it were a subordinate element in a larger organization.

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We believe that a Commission inquiry into the pre-1953 experience when the program was part of the State Department will in balance, bear this out.

If the Commission were to consider recommending the inclusion of the program as an organizational part of an expanded State Department, it should be incorporated as a vertical entity, integrating all of the overseas public affairs elements of the Agency, and other relevant government elements. In other words, the program should not be fragmented in terms of policy, operations or personnel.

After considering the relative merits of the various alternatives to the present structure of USIA, I have come to certain conclusions. Clearly, organizational structure should logically be determined by the function to be performed. This principle does not in itself prejudice whether the program should be operated by an independent agency within the foreign policy structure, or incorporated within a reorganized State Department. It does suggest that there be no fragmentation of the program within the overall foreign affairs agency structure.

It is my belief that USIA's program can be most effective when it is organized as an integral, unified operation with the mandate and the resources to carry out specific policy and operational responsibilities. Both the mandate and the responsibilities of the program are strengthened when the Director enjoys -- as at present -- direct access to the President. This does not in any way preclude the necessity for the closest coordination at both the policy and operational levels with other elements of the foreign affairs structure. Such coordination should be closer, not looser, in the coming years.

The overseas public affairs program is no longer an experiment or a short-term phenomenon. It has accumulated a fund of experience over a generation which defines clearly what it can -- and cannot -- do as one of the instruments of U.S. international policy. Our goal must be to strengthen and improve the capability of this instrument to serve U.S. national interests.

(The full text of the original statement was distributed to domestic and overseas supervisory level personnel October 18, 1973.)

**Memorandum by the President to the Director, U.S. Information Agency, Describing the Mission of the Agency**

THE WHITE HOUSE,  
Washington, January 25, 1963.

Memorandum for The Director, U.S. Information Agency.

The mission of the U.S. Information Agency is to help achieve U.S. foreign policy objectives by (a) influencing public attitudes in other nations, and (b) advising the President, his representatives abroad, and the various departments and agencies on the implications of foreign opinion for present and contemplated U.S. policies, programs and official statements.

The influencing of attitudes is to be carried out by the overt use of the various techniques of communication—personal contact, radio broadcasting, libraries, book publication and distribution, press, motion pictures, television, exhibits, English-language instruction, and others. In so doing, the Agency shall be guided by the following:

1. Individual country programs should specifically and directly support country and regional objectives determined by the President and set forth in official policy pronouncements, both classified and unclassified.

2. Agency activities should (a) encourage constructive public support abroad for the goal of a "peaceful world community of free and independent states, free to choose their own future and their own system so long as it does not threaten the freedom of others"; (b) identify the United States as a strong, democratic, dynamic nation qualified for its leadership of world efforts toward this goal; and (c) unmask and counter hostile attempts to distort or frustrate the objectives and policies of the United States. These activities should emphasize the ways in which U.S. policies harmonize with those of other peoples and governments, and those aspects of American life and culture which facilitate sympathetic understanding of U.S. policies.

The advisory function is to be carried out at various levels in Washington, and within the country team at U.S. diplomatic missions abroad. While the Director of the U.S. Information Agency shall take the initiative in offering counsel where he deems it advisable, the various departments and agencies should seek such counsel when considering policies and programs which may substantially affect or be affected by foreign opinion. Consultation with the U.S. Information Agency is essential when programs affecting communications media in other countries are contemplated.

U.S. Information Agency staffs abroad, acting under the supervision of the chiefs of mission, are responsible for the conduct of overt public information, public relations and cultural activities—i.e., those activities intended to inform or influence foreign public opinion—for agencies of the U.S. Government except for Commands of the Department of Defense.

[The remainder of the memorandum is classified.]

JOHN F. KENNEDY.

June 5, 1975

Dear Senator Percy:

Thank you for your cordial letter of May 29 concerning the Voice of America. I note with interest your suggestion that what has come to be called the VOA charter should be incorporated into law. Consequently, I thought you might be interested in a summary of the history and background of the various statements of mission for USIA.

As you know, the Smith-Mundt Act of 1948 (P. L. 402) provided the first statutory basis for a permanent foreign information program. The objectives as defined by the Act were "to promote a better understanding of the United States in other countries, and to increase mutual understanding between the people of the United States and the people of other countries." The Act provided for "an information service to disseminate abroad information about the United States, its people and policies," and for "an educational exchange service to cooperate with other nations..."

After USIA came into being as a separate agency in 1953, the National Security Council approved and President Eisenhower promulgated a Statement of Mission for USIA:

"The purpose of the United States Information Agency shall be to submit evidence to peoples of other nations by means of communication techniques that the objectives and policies of the United States are in harmony with and will advance their legitimate aspirations for freedom, progress and peace."

The Honorable  
Charles H. Percy  
United States Senate

This was to be done, the directive continued, by:

--"Explaining and interpreting to foreign peoples the objectives and policies of the United States Government. "

--"Depicting imaginatively the correlation between United States policies and the legitimate aspirations of other peoples of the world. "

--"Unmasking and countering hostile attempts to distort or to frustrate the objectives and policies of the United States. "

--"Delineating those important aspects of the life and culture of the people of the United States which facilitate understanding of the policies and objectives of the Government of the United States. "

For the next ten years (until 1963) this was the basic guidance to USIA and to the VOA.

The so-called "charter" of the VOA was written by VOA officials and approved by George Allen in his final days as USIA Director in late 1960. The document makes no reference to USIA or to the Presidential Statement of Mission. VOA officials wanted the charter promulgated by the NSC or the President to give it greater force, but President Eisenhower refused, noting that he had already provided USIA with a Statement of Mission. The Sprague Committee report, the high-level study of America's foreign information operations which went to the President about six weeks after VOA published its "charter," recommended:

"The Voice of America as a component of USIA should continue to be guided by the Presidential directive... to USIA. "

In the early 60's President Kennedy and USIA Director Ed Murrow felt that a redefinition of the Agency's mission was required and in January, 1963, the President issued a new directive:

"The mission of the United States Information Agency is to help achieve United States foreign policy objectives by (a) influencing public attitudes in other nations, and (b) advising the President, his representatives abroad, and the various departments and agencies on the implications of foreign opinion for present and contemplated United States policies, programs and official statements."

President Kennedy's instruction explicitly tied USIA activities to specific U.S. objectives abroad: "Individual country programs should specifically and directly support country and regional objectives determined by the President and set forth in official policy pronouncements..." The directive continued:

"Agency activities should (a) encourage constructive public support abroad for the goal of a 'peaceful world community of free and independent states..'; (b) identify the United States as a strong, democratic, dynamic nation qualified for its leadership of world efforts toward this goal, and (c) unmask and counter hostile attempts to distort or frustrate the objectives and policies of the United States. These activities should emphasize the ways in which United States policies harmonize with those of other peoples and governments, and those aspects of American life and culture which facilitate sympathetic understanding of United States policies."

In 1973, USIA sought to have a new statement of mission issued by the President but action was deferred pending the effect, if any, of projected reorganization proposals.

Thus over the years there have been two prevailing definitions of the purpose of our overseas information and cultural programs: According to the Smith-Mundt Act, and the later Mutual Educational and Cultural Exchange Act of 1961, it is to increase mutual understanding between Americans and people of other countries. The Eisenhower statement implicitly, and the Kennedy statement explicitly hold that the purpose of USIA is to support U.S. foreign policy. This difference has prompted

some confusion within and outside the Government, but I see nothing incompatible in these two goals. Indeed, I believe we should be working toward both, and I believe that the VOA is an integral part of this effort. We cannot forget that the VOA, like it or not, is viewed abroad as the voice of the U.S. Government. Foreign governments monitor VOA broadcasts for the same reason we monitor theirs: for clues to our intentions and for authoritative statements of our views. VOA credibility must, therefore, be considered in this context.

To be credible the news must be presented accurately and honestly. To be meaningful it must be presented in perspective -- which private broadcasters may or may not do. If there are racially-inspired demonstrations against bussing in Boston, the Voice must carry the story, but it should also broadcast stories of genuine progress in American race relations, even though the wire services or NBC may not think they are sufficiently 'newsworthy' to report. If a Soviet news agency distorts the facts in reporting on U.S. moves in the Middle East, a wire service may report the charges, but the VOA has no obligation to disseminate Communist misrepresentations without correction simply because it is 'news.' The VOA is an arm of the American Government, and its authoritativeness must be taken as seriously by VOA broadcasters as by their listeners.

I share your determination that the VOA's reputation for honesty must be worthy of its name. My concern, like yours, is to improve the effectiveness of the Voice, and I welcome and will be grateful for your cooperation in working toward that end.

With all best wishes,

James Keogh



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OFFICE OF THE DIRECTOR - (I)

Office Relationships -- The Director is assisted by the Deputy Director in directing and coordinating the total effort of all Agency elements and by the Deputy Director (Policy and Plans) in the planning, development and execution of information policies supporting the foreign policy of the United States. (MOA 311)

Functions, Responsibilities -- Reorganization Plan 8 established USIA as an independent Agency of the Executive Branch on August 1, 1953, and transferred to the Director of the Agency most of the functions stated in Public Law 402 theretofore vested in the Secretary of State.

Assignments -- The Director receives assignments directly from the President, and, variously, from the Counsellor to the President the Assistant to the President for National Security Affairs, and the Secretary of State.

Inter-Departmental Participation (by Deputy Director) --

<u>Organization</u>	<u>Contact</u>	<u>Telephone No.</u>
Board of the Foreign Service	Walter McClelland	632-1060
United States-Japan Conference on Cultural and Educational Interchange	John W. Hall	(212) 832-1155
Japan-United States Friendship Commission	Francis B. Tenney	673-5259

(As required, there is established in the Office of the Director an Office of Commissioner General for World Expositions.)

OFFICE OF POLICY AND PLANS (IOP)

The Deputy Director (Policy and Plans) reports to the Director and Deputy Director of the Agency. The Director's statement of Organizational Relationships and Responsibilities tasks the Office of Policy and Plans (IOP) with: developing policies, providing the media and area offices with daily policy direction, assuring adherence to such guidance, and providing special subject guidance to Agency elements.

To carry out that responsibility, the Deputy Director (Policy and Plans) has authority to order the development of new programs and to resolve policy issues. His decisions can be appealed by other elements only to the Director or Deputy Director of the Agency.

In order to provide policy guidance and subject expertise to other Agency elements, IOP has daily contact with over 100 separate offices and bureaus in the Departments of State, Defense, Commerce, Treasury, Labor, and Agriculture, as well as the National Security Council, Agency for International Development, Arms Control and Disarmament Agency, National Aeronautics and Space Administration, and dozens of private organizations.

The following is a highly truncated list of IOP contacts. It is often necessary to have contact with several different bureaus within a department to obtain timely policy guidance on program subjects. We have not listed all such contacts, but a more complete list is available.

The Deputy Director (IOP), Walter M. Bastian, Jr. (26650), is a

member of the Agency Executive Committee, the Agency Senior Officer Assignment Board and chairs ad hoc committees on policy and program matters. He is a member of the Cabinet Committee Working Group on International Narcotics Control.

The Chief of the Policy Guidance Staff (IOP/G), James P. Thurber (25234), chairs daily Agency policy guidance meetings and coordinates outside policy contacts with:

Department of State--Press Spokesman Robert L. Funseth (29590)  
and Press Office Director Frederick Z. Brown (22454)

White House--Cathy de Sibour (National Security Council (456-2255)

The Chief of the Planning and Program Advisory Staff (IOP/P),  
Wilson P. Dizard (25360), represents the Agency on:

State Department Communications Policy Group--William  
Drummond (28930)

State Department Direct Broadcast Satellite Working  
Group--Thomas Hirshfield (23980)

Inter-Agency Working Group on World Administrative Radio  
Conference 1979--William Fishman (395-5190)

IOP/P Deputy Chief, Robert D. Murphy (25209), represents IOP on  
USIA Program Review group and Agency Awards Committee. He  
coordinates all Agency contacts with:

State Department, Bureau of International Organization  
Affairs--Deputy Assistant Secretary John A. Baker (20520)

IOP/P Senior Economics Advisor, Robert B. Hill (24938), is  
chairman of USIA Ad Hoc Economics Committee and coordinates  
economic policy contacts with other agencies. He maintains primary

contact with:

Department of State, Office for Economic Affairs (E)

Office of Economic and Business Affairs (EB)--Under Secretary Roger Sorensen (24333) and Assistant Secretary J. L. Katz (27959)

Department of Commerce, Office of International Marketing--Richard Garnitz (397-4647)

Labor Advisor, Edward J. McHale (25363), has primary contact

with:

Department of State - Special Assistant to the Secretary for International Labor Affairs, Dale Good (23662)

Department of Labor - Deputy Under Secretary for International Labor Affairs, Joel Segall (36043)

AFL-CIO, International Affairs Department--Ernest Lee (637-5050)

National Security Advisor, Joseph O. Hanson (25217), represents USIA on National Security Council Nuclear Weapons Working Group--Louis Nosenzo (21341). He also coordinates USIA participation in Under Secretaries Committee studies and projects with Rutherford Poats (22474) and maintains USIA liaison with:

Arms Control and Disarmament Agency--Leon Sloss (20732)

Defense Affairs Advisor, Maynard H. Fourt (25304), maintains liaison with:

Department of Defense, Office of Assistant Secretary of Defense, Public Affairs--Julian R. Levine (697-6648)

DOD, Office of Assistant Secretary of Defense, International Security Affairs--Maj. James Willoughby (79458)

Cultural Affairs Advisor, Marshall Swan (24987), maintains Agency

liaison with:

Department of State, Bureau of Educational and Cultural  
Affairs (CU)--Richard Roth (27940)

Science and Technology Advisor, Gerald S. Hawkins (25144),

represents the Agency on:

Committee on International Environmental Affairs,  
Department of State--Lindsey Grant (29278)

Bilateral Working Group, Department of State--John C.  
Fry (20374)

Subcommittee on Stratospheric Pollution, Department of  
State--Walter H. Long (22418)

Preparatory Committee for UN Conference on  
Desertification 1977--Walter H. Long (22418)

Preparatory Committee for UN Conference on Science  
and Technology for Development 1979--Frederick Irving  
(21554)

He also maintains Agency liaison with:

National Aeronautics and Space Administration--D. Williams  
(755-3897)

National Regulatory Commission--W. Kerr (492-7767)

Environmental Protection Agency--Fitzhugh Green  
(755-0560)

National Science Foundation--S. Sherman (25703)

OFFICE OF RESEARCH (IOR)

The Assistant Director (Research) reports to the Director of the Agency. He is a member of the Agency's Executive Committee. He represents USIA in the Subcommittee on Foreign Affairs Research (USC/FAR) of the Under Secretaries Committee of the National Security Council. An IOR representative, Dr. Leo Crespi (26633), attends meetings of the FAR's standing interagency consultative groups on general research and international economic relations and maintains routine relations with FAR. Day-to-day liaison with the Bureau of Intelligence and Research (INR) of the Department of State is carried on by various IOR officers through Dallas D. Lloyd, Senior Officer for Research Services of INR (235-9423). Employees of the Library, which is part of IOR, are in touch with other Government agencies for routine acquisition of official documents.

Individual research projects may be required by the Director or requested by a post, an Area or Media Office, the Office of Policy and Plans, or even by an element of the State Department. Given IOR's need to carry out studies on a systematic and cyclical basis so that findings can be made cumulative, a project is sometimes initiated by IOR itself as part of its long-range planning. Research projects are developed in consultation with the Area and Media Offices concerned, and with input from field posts in defining the issues to be researched. Before a survey is fielded, it must be approved by the Department of

State and by the post and Embassy of the country concerned (at times the approval of the foreign government is necessary as well).

OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY (IEO)

The Assistant Director (IEO) reports to the Director of the Agency. IEO's goals and objectives are determined in discussion with the Director and other element heads in drawing up and implementing the Affirmative Action Plan. Additionally, the activities of IEO are influenced by directives from the Civil Service Commission.

IEO works closely with the General Counsel's Office and with the Office of Personnel. In carrying out the Affirmative Action Plan and in administering the discrimination complaint process, IEO works with all elements of the Agency.

IEO is represented on the Training Advisory Committee and the University Review Committee, and participates in the following inter-agency groups:

The Federal Women's Inter-Agency Board, The Civil Service Commission FWPC Board, The Federal Women's Program Minority Women's Task Force, and The Washington Council of Spanish-Speaking Program Coordinators.

Day to day coordination with offices in other agencies is handled by:

Juliet Antunes (Assistant Director of IEO)

State Department EEO Office--Samuel Pinckney, Deputy Assistant Secretary (29294)

Board of Examiners for the Foreign Service--Jack Juergens, Deputy Executive Director for USIA (235-9390)

Civil Service Commission--Anthony Hudson Director, Office of Federal EEO (24420)

Helen Murphy (EEO Officer)

CSC--Curtestine Boardley, Personnel Management  
Specialist (26256)

EEO Officers at the Department of Commerce, NOAA  
CIA, NBS, DOD

John Bright (Spanish-Speaking Program Coordinator)

CSC--Carlos Esparza Director, National Spanish-  
Speaking Program (26800)

Bertha Tompkins (Federal Women's Program Coordinator)

CSC--Janice Mendenhall, Federal Women's Program  
Coordinator (27082)

OFFICE OF THE GENERAL COUNSEL (IGC)

The General Counsel's Office reports to the Director of USIA. Both the Legal and Congressional sections of IGC work directly with all Agency offices. The Legal Office must be prepared to respond, to advise, or to represent on a case-by-case basis. The Congressional section works with each Agency office in preparing materials for hearings and responses to Congressional requests.

The General Counsel represents the Agency at weekly White House Congressional liaison meetings, but participates in no other formal interdepartmental or inter-agency groups. Consultation with other elements of the Executive Branch is on a case-by-case basis.

On the legal side, the principal contacts of the General Counsel's Office outside the Agency are with the Department of Justice, Foreign Litigation Office of the Civil Division, Mr. Bruno Ristau; the Department of State's Legal Advisor's Office, Messrs. Monroe Leigh and Knute E. Malmberg; and decisions are occasionally requested from the Comptroller General of the United States, Mr. Elmer Staats.

The Congressional Office maintains primary contact with the Congressional Liaison office at the Department of State: Messrs. Kempton Jenkins, Sam Goldberg and Larry Pezzulo; and with the travel office at State, Mr. Eugene Krizek and Ms. Nancy McDonnell.

OFFICE OF PUBLIC INFORMATION (I/R)

The Office of Public Information (I/R) reports to the Director and the Deputy Director and serves as their spokesman to U. S. media. I/R officers "cover" all other major Agency elements on a continuing basis to become familiar with their activities for possible public relations exploitation, particularly in speeches and press relations. I/R also coordinates submissions of all other Agency elements for the Annual Report to Congress.

The Assistant Director, I/R, maintains a working relationship with the Directors of the Bureau of Public Affairs (29606) and the Bureau of Educational and Cultural Affairs of the Department of State (22464) in connection with the Agency's seminar series and with the Department's Office of Press Relations (29590) in connection with Agency news releases.

The Assistant Director, I/R, serves as Chairman of the Agency's Committee on Public Information Policy, and the Deputy Assistant Director is its Executive Director. The Committee is responsible for overseeing Agency compliance with the Freedom of Information and Privacy Acts. I/R's Access to Information office is a member of the Inter-Agency Classification Review Committee (Chairman: Dr. J. B. Rhodes, Archivist of the United States (523-3134)). He also has day-to-day working relationships with CIA, FBI, OMB and State Department.

OFFICE OF SECURITY (IOS)

The Assistant Director (Security) reports to the Director and the Deputy. The only other element with which IOS is operationally inter-dependent is the Office of Personnel and Training; our contacts with that element are frequent, regular and at all levels. IOS also has well established operational points of contact in other support elements such as IGC, IOA, IEO, and I/R, the latter being primarily as a consequence of the amended Freedom of Information Act and the 1974 Privacy Law.

IOS relationships with the geographical area offices and the media elements are primarily of an ad hoc nature; however, such contacts are frequent and deal with a wide variety of problems. Because of its size, we have more contact with VOA management and operational staffers than with any other of the media; because of our special interest in Eastern European affairs, our contacts with the European area office are more frequent than with any of the other areas. IOS contacts with IOP and IOR are rather infrequent. However, effective lines of communication are well established.

Security's most important inter-agency liaison is with our counterparts at the State Department since by agreement that organization provides full security services for USIA overseas operations. We also have well established, routine liaison with the CSC as by law our applicant investigations must be conducted by that Agency. Other liaisons are with CIA, FBI, Secret Service and Treasury, IRS, etc.,

some of these being of an ad hoc and intermittent nature.

Primary liaison with other departments and agencies is conducted by the Assistant Director (Security) and the three Division Chiefs:

Robert D. Barber	24918
Thomas E. Hoffman	25300
Paul D. Mason	24965
Richard C. Bond	25240

Our primary contacts at State Department are:

Victor H. Dikeos	21536
Gordon Harvey	21040
Verne F. St. Mars	29448
Philip J. Harrick	23122

At Civil Service Commission:

Robert J. Drummond	26181
Marvin McNair	26137

At Federal Bureau of Investigation:

Robert Feuer	324-4684
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The Assistant Director (Security) is vice chairman of the Committee on Public Information Policy which is chaired by the Assistant Director (Public Information).

OFFICE OF PERSONNEL AND TRAINING (IPT)

The Assistant Director for Personnel and Training reports to the Director and his Deputy. As a service organization, the Office of Personnel and Training has every element of the Agency as a client.

The General Counsel's Office works with IPT on a daily basis, and formally represents the Agency in grievance cases that come to hearing. As the major responsibility for implementing the Agency's Affirmative Action Plan lies with IPT there is frequent contact with the Office of Equal Employment Opportunity. IPT also works with the Office of Administration, particularly in the area where organization and staffing overlap, and on administrative matters such as travel, allowances and salary. Where personnel matters contain elements which interest the public (including questions regarding the Privacy Act and the Freedom of Information Act), IPT works with the Office of Public Information.

The Assistant Director for Personnel and Training is a member of the Executive Committee. Two inter-Agency groups of particular concern to IPT are the Board of the Foreign Service and the Board of Examiners, both of which include IPT representation. The Assistant Director sits as a member of the Inter-Agency Advisory Group, advisor to the Civil Service Commission, and several IPT staff members serve on its sub-committees.

Liaison with the Department of State, Agency for International Development, and the Civil Service Commission includes the following:

Mr. William E. Carroll, 24256, contacts:

Ms. Carol Laise, Director General of the Foreign Service, Department of State, 632-9898, on general personnel matters.

Mr. Robert L.M. Nevitt, 24255, contacts:

Mr. Arthur I. Wortzel, Deputy Assistant Secretary for Personnel, Department of State, 632-9438, on general personnel matters.

Mr. Alvin Schlossman, 24778, contacts:

Mr. Jack Tapping, Civil Service Commission, 632-5693, as the officer there with oversight of USIA General Schedule Employees;

Mr. Thomas J. Ransom, Department of State, 632-0191, regarding employee services;

Mr. Philip J. Bourbon, Department of State, 632-0485, on career development and assignment of GS employees;

Mr. Frederick W. Hahne, Agency for International Development, 235-9010, on policy development.

Mr. Robert J. Lunsford, 25040, contacts at the Civil Service Commission:

Mr. Clinton Smith, 632-6272, as Executive Vice Chairman of the Inter-Agency Advisory Group;

Mr. Jack McKee, 632-4625, USIA representative on the Bureau of Executive Manpower;

Mr. John J. Lafferty, 632-3326, regarding evaluations:

Mr. Arch S. Ramsay, 632-4606, as Director of the Bureau of Policy and Standards;

Mr. Thornton Sanborn, 632-5454, regarding pay policy;

Mr. Dean Larrick, 632-4533, regarding recruitment and examining.



Mr. Robert A. Riccio, 24810, contacts at the Department of State:

Mr. Samuel Fry, 632-3308, regarding cross assignments;

Mr. Luther Hix, 632-3292, regarding assignments affecting the Bureau of Educational and Cultural Affairs.

Mr. Earl Klitenic, 24836, contacts:

Mr. John Scanlan, 632-2818, Department of State--  
Mr. Klitenic's counter-part as Director of Employee Management Relations;

Ms. Edna Boorady, Agency for International Development, 235-8929, his counter-part there;

Mr. Walter McClelland, 235-1475, Executive Secretary, Board of the Foreign Service.

OFFICE OF ADMINISTRATION AND MANAGEMENT (IOA)

In performing its support role for all other Agency elements, IOA deals directly with those offices (usually through their administrative staffs) in providing general administrative and management services; coordinating budgetary and financial management activities; and in developing and implementing agency administrative policy. In addition to IOA support services, many elements are staffed to provide certain administrative services to meet their own special requirements. Thus, some administrative operations in USIA are centralized, others decentralized. The Assistant Director for IOA receives major work assignments from, and reports to, the Director and Deputy.

IOA represents the Agency on the following inter-agency groups:

Inter-agency Committee on Allowances and Benefits

Inter-agency Procurement Policy Committee

Inter-agency Committee on Transportation and  
Traffic Management

Inter-agency Emergency Preparedness Committee

Inter-agency Council on Administrative Support  
(Foreign Affairs Agencies)

Inter-agency Committee on Automatic Data Processing

Federal ADP Users Group

Non-appropriated Fund Activity Board (Foreign  
Affairs Agencies)

Joint Regulation Board - State/AID/USIA



Inter-agency Metrication Policy Committee

Federal Information Processing Standards Coordination  
and Advisory Committee (Word Processing Task Group)

IOA maintains regular contact with various agencies and Congressional Committees. Such contacts with these organizations are handled as follows:

<u>Organizations</u>	<u>Primary Liaison Officers</u>	<u>Primary Points of Contact</u>
State Department (Bureau of Administration)	Edward J. Nickel (24990) Fred D. Hawkins (24991)	John M. Thomas (21492) Leamon R. Hunt (21638)
Agency for International Development	Edward J. Nickel (24990) Fred D. Hawkins (24991)	Sam Thornburg (28972)
General Services Adm.	Edward J. Nickel (24990) William Kane (24783)	James Steele (472-1891)
General Accounting	William A. Robey (26600) James McIlwee (24807)	Frank C. Conohan (275-5857)
Treasury Department	Charles A. Jenson (26584)	Gerald Murphy (566-5038)
National Bureau of Standards	Harold G. Davis (25378)	Harry S. White, Jr. (921-3157)
State Department (Foreign Buildings Operation)	Luke Nolan (25035)	Charles Moran (235-9479)
Federal Preparedness Agency	Alfred S. Mueller (25118)	Thomas Hagan (566-0925)
Government Printing Office	Chester Shepanek (25016)	Paul Goetzinger (275-2231)

<u>Organizations</u>	<u>Primary Liaison Officers</u>	<u>Primary Points of Contact</u>
Office of Management and Budget	Stanley M. Silverman, Agency Budget Officer L. Paul Hill and Edmund J. Sokoloski, Assistant Agency Budget Officers	David Spevacek James Barie (395-4580)
Appropriations Sub-Committee on the Department of State, Justice, Commerce, the Judiciary and Related Agencies:		
House of Representatives	Stanley M. Silverman L. Paul Hill (25100)	Dempsey B. Mizelle John G. Osthaus (staff member, 225-3351)
United States Senate	Stanley M. Silverman L. Paul Hill	Terrence Sauvain Gerald P. Salesses Burkett Van Kirk (staff member, 224-7251)
Sub-Committee on Inter- national Operations, Com- mittee on International Relations, House of Rep- resentatives	Stanley M. Silverman L. Paul Hill	Albert C. F. Westphal (staff member, 225-3922)
Committee on Foreign Relations, United States Senate	Stanley M. Silverman L. Paul Hill	John Ritch (staff member, 224-5381)
Congressional Budget Office and Committees on Budget, House of Representatives and Senate	Stanley M. Silverman	Various staff members
Department of State	Stanley M. Silverman L. Paul Hill	Don Eller (22077) Roger B. Feldman (20652)



OFFICE OF ASSISTANT DIRECTOR, AFRICA (IAA)

The Assistant Director for Africa (IAA) reports to the Agency Director. Area Assistant Director Horace Dawson (24942) or his Deputy, Edward Holmes (25207), meets weekly with the Director and other Assistant Directors. Policy Offices Leslie Lisle (26677) attends a daily IOP briefing for Agency media (IPS, IBS, IMV) and maintains close contact with IOP and IOR (Office of Research) staffers. Media Coordinator Donald Creager (25325) works closely with IPS, ICS, IBS and IMV on specific media products such as films and exhibits in production for the African area. Program Coordinator John Garner (26644) works with the Office of Administration (IOA) to resolve budgetary and administrative problems which posts may encounter. Regional Cultural Affairs Officer Michael Giuffrida (25324) maintains contact with the Agency's speakers' bureau (ICS/D). Desk Officers Frank Strovass (26675), Dennis Shaw (26696), Stephen Telkins (26699), and Wilbert Petty (26698) are in touch with most Agency elements on specific problems or projects that concern their assigned countries. There is no one specific contact with the General Counsel's office, but IGC is consulted whenever a legal question arises about a program or procedure.

IAA's contacts with other elements of the U.S. Government are handled both on a functional basis and on the basis of rank, depending on the seriousness and complexity of the question under consideration.

Thus the Assistant Director or his Deputy may initiate a discussion with the Department of State's Assistant Secretary for Africa, William Schaufele (22530). This discussion may be continued by the Policy Officer with other members of the AF bureau, such as Robert Dumas, Director of the Public Affairs office (AF/P, 22683), or by IAA desk officers and their counterparts at State. In addition, IAA's Regional Cultural Affairs officer meets with his counterparts in the Bureau of Educational and Cultural Affairs (CU/AF), headed by James Relph (23712). The Program Coordinator discusses administrative matters with Executive Director Gregory Kryza (AF/EX, 21298), and the Policy Officer attends the weekly AF staff meeting in State to keep abreast of the political situation in Africa.

IAA's principal contact with a Government agency outside of the State Department is with the Commerce Department, Since most of the questions with Commerce concern individual country programs such as a trade fair, commercial action programs, and so forth, these contacts are usually made by IAA desk officers. Sally Miller (377-4927) is a principal contact in the Commerce Department.



OFFICE OF ASSISTANT DIRECTOR, EAST ASIA AND PACIFIC (IEA)

The Office of the Assistant Director, East Asia and Pacific (IEA), is responsible for the planning, direction and coordination of programming in all the Agency's Far East posts from Japan to Burma. Additionally, it performs an advisory function for the Commander-in-Chief (CINCPAC), provides support for the US Liaison Office in Peking, and monitors events of interest to the Agency concerning North Korea, Viet-Nam and Cambodia. IEA reports directly to the Director and Deputy Director of USIA. It implements the Director's decisions, as well as generating its own assignments and priorities, subject to the concurrence of the Director's Office depending on the importance of the matter at hand.

The Assistant Director (IEA) and his staff consult and coordinate with their Agency counterparts on all aspects of programming in Asia, including personnel and administrative matters. Those issues not susceptible to resolution by direct consultation are referred for decision to the Executive Committee or the Director's Office. IEA receives general policy guidance from IOP, coordinates research projects with IOR, and, as necessary, solicits advisory opinions from the Office of the General Counsel. IEA participates in the State Department's weekly meeting chaired by the Assistant Secretary for East Asian and Pacific Affairs, and various staff members maintain regular liaison with their opposite numbers in the Department concerning the implementation of US policy. These staff members and their areas of

responsibility are:

Ivan Klecka - Policy and Media Coordination (24999)

Principal Department contacts

Richard Teare - Special Assistant to the  
Assistant Secretary (EA) (22146)  
Morton S. Smith - Public Affairs Advisor  
(EA) (22538)

John Swenson - Policy and Media Coordination (24940) for Australia,  
New Zealand, PNG and CINCPAC

David I. Hitchcock - Director (CU/EA) (20800)  
Christopher Squire - Country Affairs Director  
(EA/ANP) (29690)

Lorin A. Jurvis - Program Coordination (24915)

Ralph Scarrit - Executive Director (EA/EX) (20826)

Theodore M. Liu - Country Affairs Officer (Japan, Korea) (26645)

William C. Sherman - Country Affairs Director  
(EA/J) (23152)  
Edward Hurwitz - Country Affairs Director (EA/K)  
(20780)

Robert Knopes - Country Affairs Officer (Thailand, Burma, Laos)  
(25161)

John J. Heble - Country Affairs Director (EA/TB) (23698)  
James D. Rosenthal - Country Affairs Director (EA/VLC)  
(23132)

Lawrence Daks - Country Affairs Officer (ROC, PRC, Hong Kong) (25162)

Burton Levin - Country Affairs Director (EA/ROC) (22209)  
Stapleton Roy - Country Affairs Director (EA/PRCM) (26300)

Philippines, Indonesia, Malaysia and Singapore are temporarily handled  
by IEA staff prior to arrival of a new Country Affairs Officer.

Benjamin A. Fleck - Country Affairs Director (EA/PHL) (21222)  
Edward C. Ingraham - Country Affairs Director (EA/IMS) (21236)



OFFICE OF ASSISTANT DIRECTOR, EUROPE (IEU)

The Office of the Assistant Director for Europe (IEU) reports to the Director and receives assignments from him and his Deputy. IEU is occasionally asked by other Agency elements and the Department of State to undertake assignments, but more often is itself the requesting office, asking other elements, particularly the media services, to take action in support of Agency programs in Europe. IEU maintains regular and close contact with all Agency elements and relevant sections in other agencies, chiefly the Departments of State and Commerce. The Policy Officer, for example, attends the daily guidance meeting held by the Office of Policy and Plans, and consults regularly with that office and the VOA.

In addition to the regular meetings indicated below, IEU sends representatives to many ad hoc meetings on subjects of relevance to the European program: e. g. CSCE, international radio frequencies, NATO public affairs programming, multilateral conferences. IEU itself holds a weekly meeting chaired by the Area Director and attended by the IEU staff, representatives of other elements, and CU. Area Director John W. Shirley is one of two USIA representatives on the Board of the Foreign Service and recently was the USIA representative on an inter-departmental committee charged with preparing a report for the President to Congress on international radio broadcasting.

Regular Meetings Attended:

IEU Representatives:

USIA - Director's meeting	Area Director Shirley or his deputy
USIA - informal rotating Area Director's meeting	Area Director Shirley or his deputy
USIA - IOP/G (policy guidance)	Policy Officer Kordek or his deputy
USIA - rotating Area Program & Media Coordinators meeting	Program & Media Coordinator Arthur or his deputy
State - EUR	Area Director Shirley or his deputy
State - CU/WE	Deputy Area Director Lewinsohn
State - EUR/SOV	USSR Desk Officer Demitz
State - EUR/CE	East European Desk Officer Slawecki
Commerce - Country Reviews	Relevant desk officer

IEU officers across the board consult regularly with other USIA elements and other government agencies. Desk Officers, for example, are in frequent contact with their counterparts in the Department of State (EUR and CU). Below are some of the principal IEU officers and their chief contacts with the Department of State.

Officer

Contact

John W. Shirley Area Director (24943)	Assistant Secretary and Deputy Asst. Secretaries for European Affairs Country Directors, Bureau of European Affairs CU - Asst. Secretary and Deputy Asst. Secretary
Philip W. Arnold Deputy Area Director (North Central, Eastern & Southern Europe) (26643)	EUR/EE - Director Nicholas Andrews (22673) EUR/SOV - Director Mark Garrison (23738) CU/EE - Director Yale Richmond (28073)



Jodie Lewinsohn  
Deputy Area Director  
(Western Europe & Canada)  
(24903)

EUR/WE - Director Robert Barbour  
(23072)

CU/WE - Director Richard Straus  
(23926)

John Kordek  
Policy Officer  
(25171)

EUR/RPM - James Madden, Political  
Officer (22097)

EUR/P - Frank Seidner, Public Affairs  
Adviser (20850)

EUR/EE - Kent Brown (BIB matters)  
(22140)

OFFICE OF ASSISTANT DIRECTOR, LATIN AMERICA (ILA)

ILA maintains a variety of relationships with other offices of the Agency and U.S. Government. Foremost is the relationship to the Director. Through the Assistant Director (Robert L. Chatten, 24949/24909) or, in his absence, his deputy (Victor B. Olason, 25228), ILA reports to the Director on all significant programming, policy, political and administrative matters that should be brought to his attention. The Assistant Director is also the principal contact with the General Counsel on important legal and related matters.

In addition, the Assistant Director or his Deputy is the principal contact on policy and operational matters with the State Department, particularly the Bureau of Inter-American Affairs (Assistant Secretary Harry Shlaudeman, 29210) and the Office of Inter-American Programs (James Briggs, 28059) of the Bureau of Educational and Cultural Affairs, and as necessary with other Government Agencies.

ILA receives assignments from three principal sources within the Agency: The Director or his Deputy, IOP and IOA. Assignments from the Director or his Deputy normally pertain to significant operational matters. ILA responds to IOP in the preparation of the Area Program Memorandum, Country Plans, Assessment Reports and Country Data Papers and in assuring that posts follow policy guidance. It responds to IOA in the preparation of the annual budget



and other budgetary matters. The office also maintains close coordination with media elements, ICS, IPS, IMV and IBS, on programming for the area, with IOR in formulating and conducting research projects, and IPT on personnel assignments and problems.

With respect to participation in intra-departmental and inter-Agency groups, ILA chairs one weekly area meeting attended by representatives of other Agency elements involved in Latin American operations.

The Policy Officer (James Morad, 26638) participates in meetings of the Inter-Agency Group (Paul Storing, 22399) as part of the National Security Council process in preparing Country Action and Strategy Papers (CASP) for Latin American countries. He also participates in the Latin American International Narcotics Committee (George E. Brown, 20630) which oversees Narcotics Control Action Plans for Latin America. Both of these groups meet at the State Department. The Policy Officer also periodically attends IOP/G's daily fast media policy guidance meetings and serves as liaison with the Public Affairs Adviser (Michael Yohn, 23048) of State's Bureau of Inter-American Affairs.

The Program Coordinator maintains contact with IOA on budgetary matters. Other liaison functions are carried out by five country program officers -- each responsible for groupings of posts -- who serve as contacts between field posts and Washington, especially

with working level officers in Agency elements and other government agencies.



OFFICE OF ASSISTANT DIRECTOR FOR NORTH AFRICA, NEAR EAST,  
AND SOUTH ASIA (INA)

This office reports to the Director. Its assignments follow logically from its mission and its geographic reach: to support U.S. interests in the 21 countries of the area. In this context, assignments are largely self-generated within INA but in daily contact with the Director's office. INA consults regularly with IOP in the preparation and dissemination of information policy guidance, both for use of USIA's Washington-based media, and for INA's posts abroad. Additionally, INA draws upon IOP's expertise in obtaining media reaction from INA posts. From IOR, this office gets specific research reports on the effectiveness of field programs, as well as public opinion survey results from area countries on U.S. policy-related issues. IGC serves INA by providing legal advice, and by maintaining contacts with members of Congress who travel to the area and are potentially useful as spokesmen before foreign audiences.

INA meets other Agency elements at: weekly staff meetings (chaired by INA) attended by all INA officers jointly with representatives of all USIS media, IOR, IOP and State's CU/NEA; weekly meetings of USIA's assistant directors for the geographic areas; fortnightly meetings of the Agency's geographic area program coordinators (administrators); daily IOP policy guidance staff meetings; and at ad hoc policy/program/administrative sessions in all elements

of the Agency. The main inter-agency meetings attended are: daily staff sessions of the Assistant Secretary of State for Near Eastern and South Asian affairs; weekly staff meetings of State's country directorates for India-Nepal-Sri Lanka (INS), and Pakistan-Afghanistan-Bangladesh (PAB); weekly staff meetings of State's Bureau of Educational and Cultural Affairs (CU/NEA); and ad hoc meetings on foreign policy issues at the State Department and National Security Council.

Senior INA officers in contact with offices in other agencies are: David Nalle (24948); Peter F. Brescia (25127); Richard H. Curtiss (25128); G. Scott Sugden (25394); William J. Miller (24950); Kenneth C. Wimmel (26678). Also, INA desk officers keep in regular touch with their counterparts in State and AID. Primary senior officer contacts in the State Department are: Assistant Secretary Alfred L. Atherton, Jr. (29588); Deputy Assistant Secretaries Sidney Sober (20324), Adolph Dubs (21030), Arthur R. Day (29464); and Public Affairs Advisor George F. Sherman, Jr. (20448). Additionally, INA officers consult with the NEA country directors on ad hoc basis. INA's main contacts with AID are Alfred D. White (29126) and Bradshaw Langmaid (29116); and at the National Security Council, Commander Gary Sick (395-3308).



OFFICE OF ASSISTANT DIRECTOR, BROADCASTING (IBS)

The Assistant Director (IBS) reports to the Director and Deputy Director of the Agency.

The Voice of America receives policy guidance from the Office of the Deputy Director for Policy and Plans (IOP). Administrative guidance is disseminated by the Office of the Assistant Director for Administration and Management (IOA) acting for the Director.

The Office of Policy and Plans (IOP) gives daily news guidance to the IBS Policy Office for dissemination to the News and Current Affairs Division and the Language Broadcast Services.

The Office of the General Counsel (IGC) supports IBS in all litigation and other legal matters as well as in Congressional relations.

IBS representatives serve on the Inter-Departmental Radio Advisory Committee (IRAC). (The function of the Inter-Departmental Radio Advisory Committee is to formulate and recommend to the Office of Telecommunications Policy (OTP) plans, objectives and actions as appropriate, in connection with the management and usage of the radio spectrum in the United States. The committee is composed of representatives from 19 government agencies and reports to the Director of OTP through the committee chairman, Samuel E. Probst (395-5623). IBS does not chair any group.)

The VOA journalists covering the various branches of the government have their professional contacts in fulfilling their day-to-day

coverage responsibilities. VOA Policy Officers have their day-to-day contacts in the Agency (IOP and Areas). Each of the Division Chiefs and Branch Chiefs have their contacts in the appropriate Area

Assistant Director's Office for a geographic area, such as:

IBS Officer:

Agency Officer:

Charles Dawson  
Chief, African Division, 755-4160

Horace Dawson  
Assistant Director, IAA (24942)

John Jones, Jr.  
Chief, European Division, 755-4210

John W. Shirley  
Assistant Director, IEU (24943)

Eli Flam  
Chief, USSR Division, 755-4422

John W. Shirley  
Assistant Director, IEU (24943)

Allan Baker  
Chief, Near East & South Asia  
Division, 755-4784

David Nalle  
Assistant Director, INA (24948)

John W. Shirley  
Assistant Director, IEU (24943)

Henry Miller  
Chief, East Asia & Pacific  
Division, 755-4840

William K. Payeff  
Assistant Director, IEA (25137)

Melvin Niswander  
Chief, Latin American Division  
755-1961

Robert L. Chatten  
Assistant Director, ILA (24949)

Edwin Pancoast  
Chief, Policy Application Staff  
755-1980

James P. Thurber  
Chief, Policy Guidance Staff, (25234)

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Anna Case  
Chief, Frequency Division  
755-4711

Samuel E. Probst, IRAC (395-5623)

The Deputy Assistant Directors of IBS ( for Programs, for Engineering and for Administration) are in continuing contact with their



counterparts in other elements of the Agency.

The Assistant Director and Deputy Assistant Director deal with the Director and Deputy Director of USIA and with their other counterparts in USIA on a daily informal basis and, on a more formal basis, at the Director's weekly staff meeting as well as at other regular and ad hoc meetings, such as the Executive Committee.

INFORMATION CENTER SERVICE (ICS)

In providing support for field-post programs the Information Center Service maintains close working relations with other USIA elements, the Bureau of Educational and Cultural Affairs of the State Department and other institutions. Reporting through the Assistant Director (ICS) to the Agency Director and Deputy Director, ICS responds to field-program requirements delineated in the annual Agency-wide country plan exercise. Working within national policy objectives established by the President and articulated within USIA by the Director and Office of Policy and Plans (IOP), USIS field posts request support and services from ICS and other Washington elements. This helps each post work toward specific goals relevant to U.S. relations with the host country.

ICS obtains advice and formal clearances from IOP and the geographic area offices, as well as from other support elements when appropriate. The Office of Research is called upon for special studies of activities assisted or administered by ICS such as the effectiveness of major exhibits, book projects, library programs and English teaching activities. Legal concurrence and advice is sought on a regular basis from the Office of General Counsel. ICS participates on the Government Advisory Committee on International Book and Library Programs, the Inter-Agency International Exhibits Committee, and the Inter-Agency Arts Committee.

On the program direction level, ICS Assistant Director Harold



Schneidman maintains primary contacts with State/CU Deputy Assistant Secretaries William Hitchcock and Christian Chapman (23116); and Director of the CU Office of Policy and Plans Richard Roth (27940); with the Director of the National Collection of Fine Arts, Dr. Joshua Taylor (628-5195); with the Deputy Chairman of the National Endowment for the Arts, Michael Straight (634-6584) and the Deputy Chairman of the National Endowment for the Humanities Robert Kingston (382-5831).

Officers responsible for daily coordination with offices in other agencies include: With State/CU - the Chief of the Program Development Division, G. Frederick Stutz (23253); Program Manager for Foreign Policy, Richard Moore (25347); Program Manager for Economics, Eugene Harter (26813); Program Manager for Political and Social Processes, Dorothy Robins-Mowry (26790); Program Manager for Science and Technology, David Burns (25346); Program Manager for Arts and Humanities, Edward Mattos (26720); the Chief of the Cultural and Centers Coordination Division, Robert Nichols (27189) and his American Studies Staff.

The Primary Operational contacts at State/CU are William Cunningham, CU/YSS (23730) and the heads of respective Area Offices: CU/AF: James E. Reph (23712); CU/EE: Yale Richmond (28073); CU/WE: Richard Straus (23926); CU/EA: David I. Hitchcock (20800); CU/ARA: James E. Biggs (28059); CU/NEA: Marshall Berg (21946); CU/ARTS: Mr. Paul Wheeler (acting, 22802). Coordination with the

Department of Commerce is maintained by Exhibits Planning Staff Chief Charles H. Clarke (25307) with Richard Henry (377-3196) of the Bureau of International Expositions, James Murrin, Director of the Bureau of East-West Trade (377-2543) and Richard Garnitz, Director of the Office of International Marketing (377-4231). Contacts are maintained by Mr. Mattos and his staff with the National Collection of Fine Arts, Mr. Harry Lowe (628-4422).



OFFICE OF ASSISTANT DIRECTOR, MOTION PICTURES AND TELEVISION  
(IMV)

IMV reports to the Director of USIA. It makes its own decisions on production and acquisition of film and TV products, but coordinates regularly and intensively with IOP and area offices. Coordination with ICS is close in matters concerning support for field posts' requirements. A significant portion of IMV's production, especially on videotape, is done in direct response to field requests. IOP provides guidance on current political issues affecting public affairs coverage and gives its concurrence on major worldwide productions. IOR does several studies yearly relating to IMV's output and is regularly represented at IMV's staff meeting. Issues coordinated with IGC include sensitive rights clearance problems and contacts with the Congress. IMV's Director has taken an active role in developing Agency policy on the 1979 World Administrative Radio Conference and attends inter-Agency meetings on this major issue chaired by the Office of Telecommunications Policy. IMV's Operations Manager is an active member of the Federal Audio-Visual Committee.

Coordination takes place very largely within USIA; there is no routine coordination with outside agencies. Requests for access to IMV products and facilities are handled by Ms. Elaine McDevitt (376-7731), who reports to the Deputy Assistant Director. Most frequently engaged in contacts with other agencies are the Assistant Director, Deputy,

Deputy for Administration, and the Policy Officer (376-7806, 376-7808, 376-7749, and 376-7727, respectively.)



OFFICE OF ASSISTANT DIRECTOR, PRESS AND PUBLICATIONS (IPS)

The Assistant Director for Press and Publications (IPS) reports directly to the Director and Deputy Director of USIA.

Coverage assignments are dictated by the flow of events bearing upon important U. S. policies and international interests. Output is keyed to day-to-day and periodic guidelines received from the Office of Policy and Plans (IOP), to annual program-planning documents issued by overseas posts and area offices and to numerous ad hoc action messages arriving daily from field offices.

IPS correspondents are full time members of the press corps covering the White House and State Department and normally are included in accompanying media when the President and Secretary of State travel. Heavy IPS coverage is given to Congress, and the Office of the General Counsel, in its Congressional liaison capacity, is kept informed of other than routing undertakings. IPS looks to the Office of Research for magazine readership surveys, public opinion data and other information reflecting foreign attitudes and receptivity. IPS magazine editors and regional press-branch chiefs maintain close contact with USIA geographical offices in servicing field needs. Special considerations affecting America Illustrated, the Russian-language monthly distributed in the USSR, require frequent consultation with the European Area Office (IEU).

One member of the Assistant Director's immediate staff is assigned full time to liaison with the three other USIA media.

IPS Deputy Assistant Director for Operations (Mr. Jack Rubley, (25096), is a member of the National Communications Systems (NCS), the U.S. Government's emergency communications network. His contact is Mr. Joseph Rose (692-3760), NCS manager. Mr. Rubley is also the Agency representative in the Federal Information Processing Standards (FIPS) group, the U.S. Bureau of Standards Office concerned with information systems compatibility within NCS. Mr. Rubley, along with IOA and IBS representatives, serves as Agency contact for emergency U.S. Government Agency Relocation Sites. The Office of the Deputy Assistant Director for Operations also provides technical liaison with the White House Office of Telecommunications Policy.



U.S. ADVISORY COMMISSION ON INFORMATION (IAI/S)

This office reports to the Chairman of the U.S. Advisory Commission on Information. It receives assignments from the Chairman of the Commission either by phone or through correspondence. Occasionally, individual Commission members will request information. It has relationships with every major office in USIA which are invoked only when necessary.

IAI/S does not participate in any intra-departmental or inter-agency groups. Inasmuch as this is a two-position staff, it does not have liaison officers for coordination with offices in other agencies. Contacts with offices in other agencies are initiated and maintained by the Staff Director. The Office of the Advisory Commission has no "primary points of contact" in any other agency. When the occasion warrants, IAI/S attempts to reach directly whatever parties need to be reached, either in the Executive or the Legislative Branch.

APPENDIX D: RESOURCE DETAIL

		<u>Page</u>
I	Office of the Director	228
IOP	Office of Policy and Plans	"
IOR	Office of Research	"
IEO	Office of Equal Employment Opportunity	"
I/R	Office of Public Information	"
IGC	Office of the General Counsel	"
IOS	Office of Security	"
IAI/S	U. S. Advisory Commission on Information	"
IPT	Office of Personnel and Training	230
IOA	Office of Administration and Management	231
IAA	African Area Office	232
IEA	East Asia and Pacific Area Office	233
IEU	European Area Office	234
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INA	North Africa, Near East and South Asia Area Office	236
IBS	Broadcasting Service (VOA)	237
ICS	Information Centers Service	239
IMV	Motion Pictures & Television Service	241
IPS	Press & Publications Service	242



I & SUPPORT ELEMENTS

FY 1977 Resources  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	314
Overseas American	--
Foreign National	<u>--</u>
Total	314

<u>Detail of Positions and Funds</u>		<u>FY 1977 Plan</u>	
		<u>Positions</u>	<u>Funds</u>
I	Office of the Director.....	34	\$ 825
IOP	Policy and Plans.....	78	2,729
IOR	Research.....	102	3,680
IEO	Equal Employment Opportunity.....	8	193
I/R	Public Information.....	15	450
IGC	General Counsel.....	18	428
IOS	Security.....	56	1,472
IAI/S	Advisory Commission.....	<u>3</u>	<u>96</u>
Total I & Support Elements		314	\$9,873

\*Domestic Positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows:

	<u>GS</u>	<u>FSIO</u>	<u>FAS</u>	<u>FSS</u>	<u>WB</u>	<u>Vacant</u>	<u>TOTAL</u>
I	19	7	5	-	-	3	34
IOP	25	27	20	2	-	4	78
IOR	48	9	38	3	-	4	102
IEO	3	1	4	-	-	-	8

(I & Support Elements Continued)

	<u>GS</u>	<u>FSIO</u>	<u>FAS</u>	<u>FSS</u>	<u>WB</u>	<u>Vacant</u>	<u>TOTAL</u>
I/R	4	3	6	1	-	1	15
IGC	8	-	9	-	-	1	18
IOS	33	-	19	1	-	3	56
IAI/S	<u>2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>3</u>
TOTAL	142	47	101	7	-	17	314



OFFICE OF PERSONNEL AND TRAINING (IPT)

FY 1977 Resources  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	127
Overseas American	--
Foreign National	<u>--</u>
Total	127

<u>Funds:</u>	<u>FY 1977 Plan</u>
A. Personnel Staff and Related Costs . . . . .	\$ 3,000
B. Training Programs and Staff . . . . .	4,331
C. Foreign Service Pipeline . . . . .	2,433
D. Home Leave & Transfer, Medical and Related Costs . . . . .	<u>4,993</u>
Total Office of Personnel And Training	\$ 14,757

World-Wide Agency Resources  
Managed by Personnel & Training

<u>Personnel:</u>	
Management Interns (Domestic) . . . . .	7
Training Man-Years . . . . .	134
Pipeline Man-Years (Overlap, Medical, Other Agency). . . . .	<u>76</u>
Total	217

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 46; FSIO, 17; FAS (FSRU & FSLR), 49; FSS 11; Total, 123.

OFFICE OF ADMINISTRATION & MANAGEMENT (IOA)

FY 1977 Resources  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	376
Overseas American	5
Foreign National	<u>1</u>
Total	382

<u>Funds:</u>	<u>FY 1977 Plan</u>
A. Salary Costs . . . . .	\$ 7,327
B. Staff Travel . . . . .	317
C. Communications. . . . .	1,640
D. Central Reproduction . . . . .	310
E. Office Furniture/Equipment . . . . .	535
F. Space Mgmt. & Building Expenses . . . . .	122
G. Admin. Supplies & Equipment . . . . .	158
H. Data Processing . . . . .	334
I. Domestic Adm. Support from Dept. of State . . . . .	1,347
J. GSA Public Building Fund . . . . .	6,932
K. Other Adm. Expenses . . . . .	<u>592</u>
Total Office of Administration And Management	\$ 19,614

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 200; FSIO, 6; FAS (FSRU & FSLR), 91; FSS 4; Wage Board, 61; Total, 362.



AFRICA (IAA)

FY 1977 Resources  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	14
Overseas American	92
Foreign National	<u>384</u>
 Total	 490

FY 1977 Plan

<u>Detail of Positions and Funds</u>	<u>Positions</u>		<u>Funds</u>
	<u>American</u>	<u>Foreign National</u>	
<u>A. Country Programs (Priority Order)</u>			
Nigeria.....	14	55	\$2,205
Zaire.....	12	39	1,488
South Africa.....	7	24	791
Ethiopia.....	5	28	718
Ghana.....	5	20	667
Kenya.....	5	19	623
Ivory Coast.....	5	12	596
Cameroon.....	5	14	563
Senegal.....	4	14	484
Tanzania.....	4	12	397
Madagascar.....	2	12	390
Liberia.....	4	11	344
Fifteen other Countries.....	<u>15</u>	<u>107</u>	<u>2,842</u>
 Total Country Programs	 87	 367	 12,108
 <u>B. Domestic Staff and Related Costs.....</u>	 14	 --	 569
 <u>C. Major Renovation and Relocation Projects</u>	 --	 --	 291
 <u>D. Area-Wide Programs and Costs.....</u>	 5	 17	 <u>1,522</u>
 Grand Total, Africa	 <u>106</u>	 <u>384</u>	 <u>\$14,490</u>

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 4; FSIO, 8; FAS (FSRU & FSLR), 2; Total, 14.

EAST ASIA AND PACIFIC (IEA)

FY 1977 Resources  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	16
Overseas American	115
Foreign Nationals	<u>757</u>
Total	888

<u>Detail of Positions and Funds</u>	<u>FY 1977 Plan</u>		
	<u>American</u>	<u>Foreign National</u>	<u>Positions</u> <u>Funds</u>
<u>A. Country Programs (Priority Order)</u>			
Japan.....	22	153	\$ 5,773
Korea.....	12	86	2,173
Thailand.....	15	104	2,009
Indonesia.....	14	66	1,722
Australia.....	8	24	1,371
Philippines.....	10	79	1,267
China, Republic of (Taiwan)...	8	61	1,118
Hong Kong.....	4	36	748
Malaysia.....	5	31	730
Burma.....	4	36	528
Singapore.....	4	28	496
New Zealand.....	2	11	402
All other China, Fiji, Laos, Papua New Guinea and Trust Territories.....	2	21	385
Total, Country Programs	110	736	18,722
<u>B. Domestic Staff and Related Costs..</u>	16	--	708
<u>C. Area-Wide Programs and Costs...</u>	5	21	681
Grand Total, East Asia & Pacific	131	757	\$20,111

\* Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 3; FSIO, 9; FAS (FSRU & FSLR), 2; FSS, 2; Total, 16.



EUROPE (IEU)

FY 1977 Resources  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	28
Overseas American	226
Foreign National	<u>876</u>
 Total	 1,130

<u>Detail of Positions and Funds</u>	<u>FY 1977 Plan</u>		
	<u>Positions</u>		<u>Funds</u>
	<u>American</u>	<u>Foreign National</u>	
<b>A. <u>Country Programs (Priority Order)</u></b>			
Federal Republic of Germany.....	31	176	\$ 6,951
France.....	14	66	3,593
Italy.....	15	78	3,083
Yugoslavia.....	14	75	2,636
Turkey.....	12	65	1,608
USSR.....	17	--	1,607
United Kingdom.....	11	35	1,467
Spain.....	10	39	1,389
Greece.....	7	45	1,268
RIAS.....	2	--	1,083
Poland.....	10	26	1,026
Austria.....	6	21	1,024
Seventeen Other Countries.....	<u>71</u>	<u>203</u>	<u>9,457</u>
Total, Country Programs	220	829	36,192
<b>B. <u>Domestic Staff and Related Costs</u>.....</b>	28	--	1,018
<b>C. <u>Major Renovation &amp; Relocation Projects</u> .</b>	--	--	347
<b>D. <u>Area-wide Programs and Costs</u>.....</b>	<u>6</u>	<u>47</u>	<u>1,432</u>
Grand Total, Europe	<u>254</u>	<u>876</u>	<u>\$38,989</u>

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 7; FSIO, 14; FAS (FSRU & FSLR), 2; FSS, 3; Total, 26.

LATIN AMERICA (ILA)

FY 1977 Resources  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	17
Overseas American	160
Foreign National	<u>653</u>
Total	830

<u>Detail of Positions and Funds</u>	<u>FY 1977 Plan</u>		<u>Funds</u>
	<u>American</u>	<u>Foreign National</u>	
<u>A. Country Programs (Priority Order)</u>			
Brazil.....	38	139	\$ 5,297
Mexico .....	20	92	2,387
Chile .....	11	43	1,373
Venezuela.....	13	31	1,350
Colombia .....	13	46	1,216
Argentina.....	9	61	1,155
Peru.....	9	29	942
Uruguay .....	5	33	812
Ecuador .....	7	26	774
Bolivia .....	5	27	672
Panama .....	4	22	583
Guatemala .....	4	15	484
Ten other countries.....	<u>22</u>	<u>89</u>	<u>2,814</u>
Total, Country Programs	160	653	19,859
<u>B. Domestic Staff and Related Costs .....</u>	17	--	686
<u>C. Major Renovation and Relocation Projects</u>	--	--	90
<u>D. Area-Wide Programs and Costs .....</u>	--	--	532
Grand Total, Latin America	<u>177</u>	<u>653</u>	<u>\$ 21,167</u>

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 2; FSIO, 10; FAS (FSRU & FSLR), 2; FSS, 3; Total, 17.



NORTH AFRICA, NEAR EAST AND SOUTH ASIA (INA)

FY 1977 Resources  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	18
Overseas American	132
Foreign National	<u>935</u>
 Total	 1,085

<u>Detail of Positions and Funds</u>	<u>FY 1977 Plan</u>		
	<u>Positions</u>		<u>Funds</u>
	<u>American</u>	<u>Foreign National</u>	
<b>A. <u>Country Programs (Priority Order)</u></b>			
India.....	29	371	\$6,927
Iran .....	15	84	2,824
Pakistan.....	16	136	2,423
Saudi Arabia.....	8	18	1,345
Morocco.....	9	34	1,099
Israel.....	5	40	1,008
Arab Republic of Egypt.....	6	45	909
Tunisia.....	5	28	746
Afghanistan.....	6	20	599
Lebanon.....	3	18	585
Sri Lanka .....	4	28	465
Bangladesh .....	2	25	441
Nine other countries.....	<u>23</u>	<u>86</u>	<u>2,518</u>
Total, Country Programs	131	933	21,889
<b>B. <u>Domestic Staff and Related Costs</u> .....</b>	18	--	724
<b>C. <u>Major Renovations &amp; Relocation Projects</u></b>	--	--	549
<b>D. <u>Area-Wide Programs and Costs</u> .....</b>	<u>1</u>	<u>2</u>	<u>489</u>
 Grand Total, North Africa, Near East and South Asia	 <u>150</u>	 <u>935</u>	 <u>\$23,651</u>

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 2; FSIO, 11; FSS, 3; Total, 16.

BROADCASTING SERVICE (IBS)

FY 1977 Resources  
(Funds in Thousands)

<u>Staff :</u>	<u>Positions</u>
Domestic*	1,365
Overseas American	106
Foreign National	<u>799</u>
Total	2,270

Detail of Positions and Funds

	<u>Positions</u>	<u>FY 1977 Plan</u> <u>Funds</u>
I. Salaries and Expenses		
A. Broadcasting		
1. Language Services		
USSR Languages . . . . .	138	\$ 3,058
Other East European Languages . .	128	2,893
West Europe . . . . .	26	496
Africa . . . . .	22	659
Near East and South Asia . . . . .	73	1,821
East Asia and Pacific . . . . .	135	3,126
Latin America . . . . .	37	959
English. . . . .	<u>92</u>	<u>2,495</u>
Total Language Services & English	651	15,507
2. Other Broadcast Program Support	<u>313</u>	<u>10,287</u>
Total Broadcasting	964	25,794



(IBS continued)

	<u>FY 1977 Plan</u>	
	<u>Positions</u>	<u>Funds</u>
B. Technical Operations		
1. Domestic Relay Stations	164	6,961
2. Overseas Relay Stations	<u>816</u>	<u>19,960</u>
Total Relay Stations	980	26,921
3. Other Technical Operations	<u>266</u>	<u>7,893</u>
Total Technical Operations	1,246	34,814
C. Program Direction and Administration	<u>60</u>	<u>3,278</u>
Total Broadcasting Service Salaries and Expenses	2,270	63,886
II. Acquisition and Construction		
Dixon and Delano Antennas	--	2,045
Research	--	158
M & R	--	<u>4,395</u>
Total Acquisition and Construction of Radio Facilities	--	6,598
Grand Total Broadcasting Service	<u>2,270</u>	<u>\$ 70,484</u>

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 686; FSIO, 20; FAS (FSRU & FSLR), 427; FSS, 32; Wage Board, 152; Total: 1,317.

CENTERS SERVICE (ICS)

FY 1977 Resources - S&E  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	197
Overseas American	14
Foreign National	<u>12</u>
 Total	 223

<u>Detail of Positions and Funds</u>	<u>FY 1977 Plan</u>	
	<u>Positions</u>	<u>Funds</u>
<u>Salaries and Expenses</u>		
A. Program Development .....	63	\$ 1,968
B. Centers .....	86	2,152
C. Book Programs .....	26	726
D. Program Direction and Administration	22	674
E. Regional Service Support Programs		
1. Overseas Americans .....	14	
2. Locals .....	<u>12</u>	
Total, Regional Service Support Programs	<u>26</u>	<u>868</u>
Total, Centers Service Salaries & Expenses	<u>223</u>	<u>\$ 6,388</u>

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 95; FSIO, 32; FAS (FSRU & FSLR), 45; FSS 14; Wage Board, 2; Total, 188.



CENTERS SERVICE (ICS)

FY 1977 Resources - SIE  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	62
Overseas American	3
Foreign National	<u>6</u>
Total	71

<u>Funds:</u>	<u>FY 1977 Plan</u>
A. Labor Missions and Exhibits .....	\$ 340
B. USIA Fairs and Exhibitions	
1. Cultural Exchange Exhibits with USSR	2,891
2. International Fairs and Other Exhibits in the Soviet Union and East Europe...	2,008
3. International Fairs in Other Areas....	250
4. Operating Costs .....	<u>1,729</u>
Total, USIA Fairs and Exhibitions	<u>6,878</u>
Grand Total, SIE	<u><u>\$7,218</u></u>

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 36; FSIO, 1; FAS (FSRU & FSLR), 18; FSS, 1; Wage Board, 4; Total, 60.

MOTION PICTURE & TV SERVICE (IMV)

FY 1977 Resources  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	262
Overseas American	---
Foreign National	---
	<hr/>
Total	262

<u>Detail of Positions and Funds</u>	<u>FY 1977 Plan</u>	
	<u>Positions</u>	<u>Funds</u>
A. Production and Acquisition.....	163	\$6,294
B. Washington Plant Operations.....	59	1,785
C. Program Direction, Administration and Other Costs .....	40	1,195
	<hr/>	<hr/>
Total, IMV	262	\$9,274

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 99; FSIO, 12; FAS (FSRU & FSLR), 121; FSS, 3; Wage Board, 16; Total, 251.



PRESS AND PUBLICATIONS SERVICE (IPS)

FY 1977 Resources  
(Funds in Thousands)

<u>Staff:</u>	<u>Positions</u>
Domestic*	337
Overseas American	13
Foreign National	<u>187</u>
 Total	 537

<u>Detail of Positions and Funds</u>	<u>FY 1977 Plan</u>	
	<u>Positions</u>	<u>Funds</u>
Editorial Services . . . . .	151	\$ 3,867
Publications . . . . .	99	3,276
Communications . . . . .	60	1,900
Printing Services . . . . .	206	2,805
Program Direction and Administration . . . .	<u>21</u>	<u>933</u>
 Total Press and Publications	 537	 \$12,781

\*Domestic positions are filled with Civil Service and Foreign Service personnel. On September 30, 1976, personnel were assigned as follows: GS, 157; FSIO 18; FAS (FSRU & FSLR), 134; FSS 8; Wage Board 2; Total 319.

APPENDIX E: ASSIGNMENTS OF KEY PERSONNEL

Lengths of tour for senior Foreign Service Information Officers (FSIO's) in Washington vary considerably, insofar as most of them serve at the pleasure of the Director. The normal Washington tour is for three years, with an extension to a fourth year being commonplace. However, many have served longer, and continue to serve on a year by year basis.

Senior specialist employees, both Civil Service (GS) and Foreign Service Reserve (FSR), serve on an indefinite basis.



Career Status and End of Tour Dates of Key Personnel

Eugene P. Kopp, Deputy Director, Executive Level IV  
non-career, End of Tour: Indefinite

Walter M. Bastian, Deputy Director (Policy & Plans), FSIO-1  
career, End of Tour: Not to exceed mandatory retirement date of 3/31/78

Serban Vallimarescu, Associate Director (Policy & Plans), FSIO-1  
career, End of Tour: 6/78

Daniel P. Oleksiw, Chief Inspector (Policy & Plans), FSIO-1  
career, End of Tour: 6/78

Henry A. Dunlap, Associate Chief Inspector (Policy & Plans), FSIO-1  
career, End of Tour: Not to exceed mandatory retirement date of 4/30/77

G. Richard Monsen, Assistant Director (Research), FSIO-1  
career, End of Tour: 6/77 - onward assignment identified; replacement  
named.

Harold E. Engle, Deputy Assistant Director (Research), FSIO-2  
career, End of Tour: 6/78

Juliet C. Antunes, Assistant Director (Equal Employment Opportunity), FSIO-3  
career, End of Tour: 6/78

Alan Carter, Assistant Director (Public Information), FSIO-1  
career, End of Tour: 6/78 - reassignment in Washington announced,  
replacement named.

Paul J. Rappaport, Deputy Assistant Director (Public Information), FSIO-2  
career, End of Tour: 1979

George W. Haley, General Counsel, FSLR-1  
non-career, End of Tour: Indefinite

Robert D. Barber, Assistant Director (Security), FSRU-1  
career, End of Tour: Indefinite

Horace G. Dawson, Jr., Assistant Director (Africa), FSIO-1  
career, End of Tour: 6/78

Edward W. Holmes, Deputy Assistant Director (Africa), FSO-2  
career, End of Tour: 6/77 - return to Department of State, replacement  
named.

William K. Payeff, Assistant Director (East Asia and Pacific), FSIO-1  
career, End of Tour: 6/77 -- onward assignment identified; replacement  
named.

Clifton B. Forster, Deputy Assistant Director (East Asia and Pacific), FSIO-1  
career, End of Tour: 6/77 -- onward assignment identified; replace-  
ment named.

John W. Shirley, Assistant Director (Europe), FSIO-1  
career, End of Tour: 6/77 -- onward assignment identified; replace-  
ment named.

Philip W. Arnold, Deputy Assistant Director (Europe), FSIO-2  
career, End of Tour: 6/78

Joann Lewinsohn, Deputy Assistant Director (Europe), FSIO-2  
career, End of Tour: 6/78 -- reassignment in Washington announced;  
replacement named.

Robert L. Chatten, Assistant Director (Latin America), FSIO-2  
career, End of Tour: 1979

Victor B. Olason, Deputy Assistant Director (Latin America), FSIO-2  
career, End of Tour: 1979

David Nalle, Assistant Director (North Africa, Near East & South Asia), FSIO-1  
career, End of Tour: 6/78

Peter F. Brescia, Deputy Assistant Director (N. Africa, Near East & S. Asia), FSIO-2  
career, End of Tour: 6/78

Richard H. Curtiss, Deputy Asst. Director (N. Africa, Near East & S. Asia), FSIO-2  
career, End of Tour: 1979

Edward J. Nickel, Assistant Director (Administration & Management), FSIO-1  
career, End of Tour: Not to exceed mandatory retirement date of 7/31/77

Fred D. Hawkins, Deputy Assistant Director (Administration & Management), FSIO-2  
career, End of Tour: 6/78

Stanley M. Silverman, Deputy Asst. Director (Administration & Management -  
Budget Division), GS-16  
career, End of Tour: Indefinite



William E. Carroll, Assistant Director (Personnel & Training), FSRU-1  
career, End of Tour: Indefinite

Robert L.M. Nevitt, Deputy Assistant Director (Personnel & Training), FSIO-2  
career, End of Tour: 6/78

Kenneth R. Giddens, Assistant Director (Broadcasting), GS-18  
non-career, End of Tour: Indefinite

Hans N. Tuch, Deputy Assistant Director (Broadcasting), FSIO-1  
career, End of Tour: 6/78

W. Russell Cox, Deputy Assistant Director (Broadcasting-Administration), FSRU-2  
career, End of Tour: Indefinite

Kenneth H. Langenbeck, Deputy Assistant Director (Broadcasting-Engineering  
& Technical Operations), FSLR-2  
non-career, End of Tour: Indefinite

Jack H. Shellenberger, Deputy Assistant Director (Broadcasting-Programs), FSIO-1  
career, End of Tour: 6/77 -- onward assignment identified; no replacement named

Harold F. Schneidman, Assistant Director (Information Centers), FSIO-1  
career, End of Tour: 6/78 -- reassignment in Washington announced;  
replacement named

Clifford E. Southard, Deputy Assistant Director (Information Centers), FSIO-1  
career, End of Tour: 6/77 -- onward assignment identified; no replacement named

John K. Jacobs, Deputy Assistant Director (Information Centers-Exhibits), GS-15  
career, End of Tour: Indefinite

Robert S. Scott, Assistant Director (Motion Picture & Television Service), GS-18  
non-career, End of Tour: Indefinite

McKinney H. Russell, Sr., Deputy Assistant Director (Motion Picture &  
Television Service), FSIO-1  
career, End of Tour: 1979

Angelina Garcia, Deputy Assistant Director (Motion Picture & Television  
Service-Administration), GS-16  
career, End of Tour: Indefinite

Charles R. Beecham, Assistant Director (Press & Publications), FSIO-1  
career, End of Tour: 6/78

Paul Modic, Deputy Assistant Director (Press & Publications), FSIO-2  
career, End of Tour: 6/78

Jack Rubley, Deputy Assistant Director (Press & Publications-Operations),  
FSRU-2  
career, End of Tour: Indefinite

Louis T. Olom, Staff Director, U.S. Advisory Commission on Information,  
GS-16  
career, End of Tour: Indefinite





APPENDIX F: SYMBOLS, ABBREVIATIONS AND ACRONYMS

AFGE	American Federation of Government Employees
AFSA	American Foreign Service Association
ARS	Audience Record System
ARS-Paris	African Regional Services
ADS	Audience Data System
BNC	Binational Center
BPAO	Branch Public Affairs Officer
CAO	Cultural Affairs Officer
CAP	Career Advancement Program
CORE/DAS	State Department's Administrative Support System
CPP	Country Plan Proposal
CU	Bureau of Educational & Cultural Affairs (Dept. of State)
DAS	Distributed Administrative Support
DSA	Direct Support Allocation
FAS	Foreign Affairs Specialist
FAAS	Foreign Affairs Administrative Support
FAM	Foreign Affairs Manual
FPR	Federal Procurement Regulations
FSIO	Foreign Service Information Officer
FSL	Foreign Service Local Employee



FSLR	Foreign Service Limited Reserve
FSO	Foreign Service Officer (Dept. of State)
FSRU	Foreign Service Reserve (Unlimited Tenure)
FSS	Foreign Service Staff
GAO	General Accounting Office
GOE	General Operating Expenses
GS	General Schedule
IO	Information Officer
JOT	Junior Officer Trainee (same as PAT)
MI	Management Intern
MOA	Manual of Operations and Administration
MAS	Management Accounts Structure
OMB	Office of Management and Budget
PAO	Public Affairs Officer
PAT	Public Affairs Trainee (same as JOT)
RAG	Resource Allocation Group
RIAS	Radio in the American Sector (Berlin)
RMS	Resource Management System
RSC	Regional Service Center
SADI	State Automated Data Index
SAS	Shared Administrative Support (replaced by CORE/DAS)
S & E	Salaries & Expenses
SIE	Special International Exhibition
USIS	United States Information Service

VOA

Voice of America

WAO

Women's Action Organization

YOPP

Young Officers' Policy Panel



## OFFICE SYMBOLS

I	Director, Deputy Director	ICS/PF	Field Operations Branch
I/R	Office of Public Information	ICS/PR	Private Resources Staff
I/S	Executive Secretariat	ICS/X	Exhibits Development and Production Division
I/SO	Operations Center	ICS/XA	Acquisitions Staff
IAA	Office of Assistant Director (Africa)	ICX/XO	Design Staff
IEA	Office of Assistant Director (East Asia & Pacific)	ICS/XG	Graphics Staff
IEU	Office of Assistant Director (Europe)	ICS/XP	Project Staff
ILA	Office of Assistant Director (Latin America)	ICS/XV	Audiovisual Staff
INA	Office of Assistant Director (North Africa, Near East and South Asia)		
IAI/S	U.S. Advisory Commission on Information	IEO	Office of Equal Employment Opportunity
IBS	Broadcasting Service	IGC	Office of the General Counsel
IBS/A	Deputy (Administration)	IMV	Motion Picture and Television Service
IBS/E	Deputy (Engineering and Technical)	IMV/A	Deputy (Administration)
IBS/EC	Construction Program Staff	IMV/C	International Communications Media Staff
IBS/EF	Frequency Division	IMV/D	Planning Manager
IBS/EO	Operations Division	IMV/G	General Programs Production Division
IBS/EO-BY	Bethany Relay Station	IMV/N	New York Branch Office
IBS/EO-DE	Delano Relay Station	IMV/O	Operations Manager
IBS/EO-DX	Dixon Relay Station	IMV/OL	Laboratory & Special Services Division
IBS/EO-GR	Edward R. Murrow Transmitting Station	IMV/OLC	Services Control Branch
IBS/EO-MR	Marathon Relay Station	IMV/OLL	Laboratory Services Branch
IBS/ER	Engineering Division	IMV/OLS	Film Library & Shipping Branch
IBS/EW	Washington Plant Division	IMV/OW	Washington Facilities Division
IBS/P	Deputy (Programs)	IMV/OWM	Maintenance Branch
IBS/PA	Africa Division	IMV/OWO	Studio Operations Branch
IBS/PE	Europe Division	IMV/OWS	Scenic Services Branch
IBS/PF	East Asia and Pacific Division	IMV/OWT	Telecine Branch
IBS/PL	Latin America Division	IMV/P	Public Affairs Programs Production Division
IBS/PN	Near East and South Asia Division	IMV/R	External Resources Division
IBS/PS	USSR Division	IMV/S	Special Programs Production Division
IBS/PW	VOA English Division		
IBS/PC	New & Current Affairs	IOA	Office of Administration and Management
IBS/PCA	Current Affairs Division	IOA/B	Program and Budget Division
IBS/PCX	News Division	IOA/BAA	Africa Branch
IBS/PCN	Northeast Correspondent Staff	IOA/BBO	Budget Operations Branch
IBS/PCC	Midwest Correspondent Staff	IOA/BEA	East Asia and Pacific Branch
IBS/PCM	Southeast Correspondent Staff	IOA/BEU	Europe Branch
IBS/PCL	West Coast Correspondent Staff	IOA/BLA	Latin America Branch
ICS	Information Center Service	IOA/BNA	North Africa, Near East, and South Asia Branch
ICS/A	Executive Office	IOA/BMS	Media and Staff Support Branch
ICS/AA	Administrative Staff	IOA/C	Contract and Procurement Division
ICS/AB	Budget and Fiscal Staff	IOA/CA	Audio-Visual Procurement Branch
ICS/AP	Procurement and Logistics Staff	IOA/CN	Construction and Engineering Procurement Branch
ICS/APN	New York Services Unit		
ICS/B	Appraisals and Bibliographic Division	IOA/CP	Press, Information Center & Other Procurement Branch
ICS/C	Cultural and Centers Coordination Division	IOA/CR	Policies and Procedures and Overseas Contracting
ICS/CA	American Studies Staff		
ICS/CE	English Language Staff	IOA/F	Finance and Data Management Division
ICS/CL	Library Program Staff	IOA/FA	Fiscal Branch
ICS/CM	Centers Management Staff	IOA/FD	Computer Services Center
ICS/D	Program Development Division	IOA/FS	Special Services Staff
ICS/DA	Arts and Humanities Staff	IOA/FX	Systems and Planning Staff
ICS/DE	Economics Staff	IOA/M	Management Division
ICS/DF	Foreign Policy Staff	IOA/MA	Audience-Record System
ICS/DP	Political and Social Processes Staff	IOA/MR	Resource and Operations Analysis Staff
ICS/DS	Science and Technology Staff	IOA/S	Administrative Services Division
ICS/E	Exhibits Planning Staff	IOA/SA	Administrative Office
ICS/O	Exhibits Operations Division	IOA/RMS	RMS Control Branch
ICS/OL	Logistics and Inventory Control Staff	IOA/SC	Communications & Records Branch
ICS/OM	Field Management Staff		
ICS/P	Publications Division		
ICS/PE	Editorial and Promotional Branch		

IOA/SE	Emergency Coordinator and Agency Property Management Officer	IPS/E	Editorial Services Division
IOA/SF	Field Equipment & Supply Branch	IPS/EC	Copyright Clearance Staff
IOA/SG	General Services Branch	IPS/EP	Special Projects Staff
IOA/SN	New York Services Branch	IPS/ET	Text Branch
IOA/SR	Reproduction & Special Services Branch	IPS/EV	Pictures Branch
IOA/SS	Oversas Space Planning and Services Branch	IPS/M	Publications Division
IOA/ST	Transportation Branch	IPS/MA	Topic Branch
IOA/ST		IPS/MC	Problems of Communism Branch
		IPS/MD	Dialogue Branch
IOP	Office of Policy and Plans	IPS/ME	Economic Impact Branch
IOP/F	Chief, Foreign Correspondents Services Staff	IPS/MH	Horizons USA Branch
		IPS/MI	America Illustrated Branch
IOP/FN	New York Foreign Press Center	IPS/MP	Pamphlets Staff
IOP/FW	Washington Foreign Press Center	IPS/O	Operations
IOP/G	Policy Guidance Staff	IPS/P	Press Division
IOP/I	Chief Inspector	IPS/PA	Africa Branch
IOP/M	Media Reaction Staff	IPS/PE	Europe Branch
IOP/NY	USIA Representative at USUN	IPS/PF	East Asia & Pacific Branch
IOP/P	Planning and Program Advisory Staff	IPS/PL	Latin America Branch
		IPS/PN	Near East & South Asia Branch
		IPS/PO	Political Economic Branch
IOR	Office of Research	IPS/R	Printing Division
IOR/A	Attitude and Audience Research Division	IPS/RF	Field Requirements Branch
IOR/F	Foreign Information Research Division	IPS/RP	Printing and Engineering Branch
IOR/L	Agency Library	IPS/X	Policy Staff
IOR/M	Media Research Division		
IOR/R	Research Review Staff	IPT	Office of Personnel and Training
IOR/X	Executive Office	IPT/E	Employee Management Relations Staff
		IPT/O	Personnel Operations Division Domestic
IOS	Office of Security	IPT/OD	Personnel Service
IOS/A	Administrative Staff	IPT/ODC	Position Classification Staff
IOS/E	Personnel Security Division	IPT/ODR	Recruitment Staff
IOS/P	Physical Security Division	IPT/ODS	Staff-Media Personnel Office
IOS/I	Investigations Division	IPT/ODV	VOA, Personnel Office
IOS/IS	Special Investigations Branch	IPT/OF	Foreign Personnel Service
IOS/IO	Investigative Operations Branch	IPT/OFC	Career Counseling Staff
		IPT/S	Personnel Services Division
IPS	Press and Publications Service	IPT/SO	Operations Branch
IPS/A	Executive Office	IPT/SR	Employee Services and Retirement Branch
IPS/C	Communications and Photo Lab Division		Transactions Branch
IPS/CE	Engineering and Maintenance Branch	IPT/ST	Training Division
IPS/CL	Photo Laboratory Branch	IPT/T	Foreign National Employees Branch
IPS/CT	Wire Room	IPT/TN	Workshop Branch
		IPT/TW	



